2008
City of Seattle
COMMUTE TRIP REDUCTION (CTR) BASIC PLAN

Agency: City of Seattle

A note on the format of the 2008 CTR Basic Plan and GTEC Program: The City of Seattle used this template, developed and recommended by WSDOT, in order to assure reviewers for the funding agency that the City's CTR Basic Plan met the requirements of the State CTR Board and reflected the tenets of the Revised Code of Washington (RCW 70-94-521-555) and Washington Administrative Code (WAC 468-63) and to facilitate the review and certification of the Plan by the Puget Sound Regional Council (PSRC)(RCW 70-94l526 (6)(7) and State CTR Board.

Attachment A

TABLE OF CONTENTS

I Introduction

2008 COMMUTE TRIP REDUCTION BASIC PLAN

In 2006, the Washington State Legislature passed the Commute Trip Reduction (CTR) Efficiency Act which requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to integrate into their long range, comprehensive and strategic plans their current and future plan to reduce trips in single occupant vehicles. The City of Seattle has prepared its CTR Basic Plan in accordance with RCW 70.94.521, WAC 468-63, and the guidelines provided by the Washington State Legislature through the State CTR Board.

The City of Seattle's CTR Basic Plan is a collection of goals and policies which, when combined with major facility and service improvements, will contribute to reducing drive alone trips and vehicle miles traveled over the next four years. The City will build upon the success of the existing CTR Plan (SMC 25.02) by continuing to work in partnership and coordination with employers, agencies and organizations that share its goals.

The City adopted its first CTR plan in 1992 and updated it in 1998 and 2005, as goals and targets changed. In developing the 2008 CTR Basic Plan the City was mindful of the fact that over 250 major employers located throughout the City have been contributing to this effort for many years.

The City of Seattle's 2008 CTR Basic Plan supports the City's vision, the goals of its Comprehensive Plan, and policies for the region developed by the Puget Sound Regional Council (PSRC), and expressed in Vision 2020. Note references in support of Vision 20-20 are designated **RT**.

Agency:	City of Seattle
Department:	Seattle Department of Transportation
Contact Person:	Kathleen S. Anderson, Sr. Transportation Planner Administrator, Trip Reduction Programs
Address 1:	P.O. Box 34996
City:	Seattle
State:	WA
Zip Code:	98124-4996
Phone #:	206-684-5017
Fax #:	206-470-6932
Email Address:	kathy.anderson@seattle.gov

A note on the format of the CTR Basic Plan and GTEC Program: In order to ensure reviewers that Seattle's CTR Basic Plan met the requirements of the Revised Code of Washington (RCW 70-94-521-555) and Washington Administrative Code (WAC 468-63) and to facilitate the review and certification of the plan by the Puget Sound Regional Council (PSRC)(RCW 70-94l526 (6)(7) and State CTR Board, the City of Seattle used the template developed and recommended by WSDOT.

II. Assessment of the land use and transportation context

Consistent with Vision 2020**, RT-8.17** and **.20**, this section describes Seattle's existing and planned land use and transportation context which will enable the City to meet its goals for reducing drive alone trips and vehicle miles traveled.

General Statement: Seattle is a fully built city with a mature transportation system where land use and transportation are fundamentally related and are mutually supportive. Consistent with Vision 2020, the urban village strategy described in the City of Seattle's Comprehensive Plan (Comp Plan) recognizes the importance of multi-modal concurrency and the land use-transportation relationship by focusing redevelopment in concentrated rather than linear patterns, directing transportation investments to link pedestrian-oriented activity centers, and providing more opportunities for walking and bicycling within the centers. Over the last ten years, thirty-eight urban villages developed Neighborhood Plans to help support such development. These urban villages will also be priority areas for the City's investments in new capital facilities. While the existing CTR Plan is not called out separately in Seattle's Comprehensive Plan, the Comp Plan fully supports and has integrated TDM and CTR elements throughout its Land Use and Transportation elements**.**

STATE-REQUIRED INFORMATION

A. Location of CTR work sites

Most of the CTR-affected work sites are located in Seattle's designated Urban Centers, which appear on map #1, on page 3 of the Appendix to this document. The following table displays the number of CTR affected sites located in each urban center:

	Urban Center	CTR Affected Worksites
1	Downtown (includes International District and Pioneer Square)	133
2	Duwamish MIC	27
3	Ballard-Interbay Manufacturing and Industrial Center (MIC)	22
4	South Lake Union	21
5	First Hill-Capitol Hill	18
6	Northgate	7
7	Uptown	6
8	University Community	4
9	Not in an Urban Center	16
	Total	254

B. Barriers to TDM

General: The City of Seattle's Comprehensive and Transportation Strategic Plans integrated TDM policies with respect to land use, transportation facilities and services, and parking that will have the greatest effect on trip reduction. Although there are few policy or program barriers to the City's existing CTR Plan, there has been a gap in its funding. The number of CTR-affected work sites has grown from 220 in 1992 to 253 in 2007, while state funding to meet the state's requirements has remained at a constant level. The state has not increased funding for basic CTR Services to accommodate either normal inflation or growth in the number of affected sites that a jurisdiction must serve. There is a limited amount of local funding to coordinate CTR with other TDM programs **(WAC 468-63-010(1)(b))**, to implement Transportation Management Programs (TMPs), to engage managers and tenants of densely populated buildings, or to coordinate requirements of the State Environmental Policy Act (SEPA) with the City's CTR plans.

TMPs are similar to CTR programs in that they are TDM programs that the City can require developers, property owners, and building managers to implement. Active implementation of a TMP extends incentives, products and services that can help reduce drive alone commutes to employees of small organizations that are not affected by the CTR Law and who otherwise would not have access to them. Lack of sufficient resources to support the development,

implementation and coordination of TMP and CTR requirements undermines the intent of both the State Environmental Policy Act and the Washington Clean Air (CTR) Act**.** Data indicates that employees who do not receive trip reduction benefits or the same level of support for commute alternatives as those who work for CTR-affected organizations are 50% less likely to exercise non-SOV commute options. Inability to coordinate TMP and CTR requirements results in duplication of effort and confusion for employers, reduces the City's capacity to extend TDM to employees of small organizations, can mean inconsistent or inadequate commute data, and diminishes transportation planning efforts.

A major policy barrier is the federal tax benefit given by the Internal Revenue Service (IRS) to employers who provide parking for employees. This could be offset by a similar benefit to employers who provide mass transit benefits or removal of the parking benefit altogether.

C. TDM Barriers by urban center. The City of Seattle asked CTR-affected employers in each urban center to describe any barriers to TDM that they perceive. Following is a summary of their responses**:**

a. **The Downtown Urban Center (DUC):** Employers said that walking to and from the waterfront to major transit routes on First, Second, Third, and Fourth Avenues or from the ferry to worksites in the Central Business District (CBD) can be strenuous due to the significant grades, especially for those with mobility challenges. There are no north bound bike lanes, and bicycle access from the south requires riding in traffic, which can be challenging and intimidating for non-expert riders. There is only one bike lane on a major arterial in the DUC, located on southbound Second Avenue, which can sometimes be obstructed by business loading that extends beyond the designated loading zones. In addition, cyclists are prohibited from loading bikes on buses within the Ride Free Zone, daily 7am to 6pm. These comments echo those received from the City during public forums held to address Center City Access. The City's response has been to develop a plan that will overcome gaps between existing systems and address inter-modal connections and improve travel to and from key multi-modal hubs and make them attractive destinations, including King Street Station, the ferry terminal, and the Westlake Hub. The City has identified both simple improvements that can be completed within a few years and long-term improvements that will be needed when major transportation projects are complete. For example, the City's 2007 Bicycle Master Plan and upcoming Pedestrian Master Plan will address many of these issues. Seattle's major transportation projects in the Downtown Urban Center are mapped on page 19 of the Appendix**.**

b. **First Hill-Capitol Hill Urban Center**: Employers recognize that topography is the major barrier to pedestrians and cyclists who want to travel to the area from other parts of the city. They perceive the area as the most densely populated in the city, a neighborhood where transit service is frequent; pedestrian amenities abound and off-street parking is relatively scarce and expensive.

c. **Northgate Urban Center**: Many areas of this urban center do not have sidewalks that link work sites to transit stops, commercial centers and/or residential neighborhoods. Pedestrian amenities are limited, and the area is not bicycle-friendly. I-5 divides this urban center and is a barrier between the transit center located immediately east of the freeway and major work sites located north and west of it. While there is frequent Metro Transit service for the general area and the Northgate transit center, there is no Community Transit Service between this urban center and Snohomish County. Only one transit route serves the Northgate transit center and east King County. Free parking abounds for retail use, and major employers like North Seattle Community College and Northwest Hospital provide large amounts of parking in order to prevent overflow of employee and student parking into surrounding neighborhoods.

d. **South Lake Union Urban Center**: Employers in the neighborhood said that bus service to South Lake Union is limited, with few stops and shelters. They perceive few direct routes to the area and that express bus service is oriented to the University of Washington or Downtown; access by public transit typically requires at least one transfer, making transit commutes long and indirect. Major arterials are difficult to cross and pose major obstacles to pedestrians. Because traffic volumes are high, the street pavement often requires maintenance. Street damage and maintenance work often pose a hazard to bicyclists. Comments from the general public who attended public outreach forums which the City held in March 2007, asked the City to build the streetcar, make Westlake and Ninth Avenues two-way, increase and improve transit, including added connections to the regional transportation system, narrow Valley Street and make Mercer Street two-way, connect

South Lake Union to surrounding neighborhoods and downtown Seattle, and to make South Lake Union more pedestrian-friendly. Since that time the new Seattle Streetcar began serving the area with 15-minute headways; King County Metro is adding service to routes 70 and 8 in partnership with local employers; and Westlake has been converted to two-way, with Ninth Avenue to follow soon.

e. **University Community Urban Center:** Major employers said there are few barriers to TDM in the area. The University is a major transit hub that is served by a number of local and express Metro and Community Transit routes. Employers said that off-street parking is scarce and costly, and that pedestrian and cycling amenities abound. The University Area Transportation Study Update that was published in June 2007 cited more specific problem areas and inadequacies, such as:

- Lack of clear and complete designated pedestrian crossing on Roosevelt Way NE/11th Avenue NE at the Campus Parkway/Upper NE 40th Street intersection area.
- Lack of continuous bicycle lanes on Eastlake Avenue to Campus Parkway; lack of continuous pedestrian facility in this area.
- Bicycle/vehicle conflicts at the north and south ends of University Bridge: it is difficult for southbound bicyclists on Eastlake Avenue to make left turns at the Eastlake Avenue East and Harvard Avenue East intersection.
- Inadequate pedestrian facilities and unregulated parking on City properties and streets in the commercial area underneath the University Bridge.
- Lack of connection from Burke Gilman Trail to 40th Street/Campus Parkway in the area west of University Bridge.

f. **Uptown Urban Center**: While a number of Metro Transit routes serve this area, coaches are often full, and most have standing room only during peak hours. Express bus service is generally oriented toward the Central Business District, passing by twelve major worksites located along Elliott Avenue and another 18 located on lower Queen Anne, where pedestrian amenities are plentiful. Cycling amenities are not ideal. While there are north- and southbound bike lanes located on Dexter Avenue (east Queen Anne Hill) that connect the DUC with South Lake Union and the Fremont neighborhood, SR 99 is a barrier between Dexter and this urban center. East- and westbound cycling is hampered by heavy traffic on Denny Way and Mercer Street, where there were no designated bike-ways until the City provide the new bike lane on Roy Street.

g. **Ballard-Interbay MIC**: The Ballard-Interbay MIC is large, with employers widely dispersed throughout. Small businesses are interspersed among larger businesses along the Ballard waterfront and Elliott Avenue West. Sidewalks and pedestrian access, which normally connect businesses together, are inconsistent, except in downtown Ballard. Transit service is infrequent along the Ballard waterfront, where larger employers are located, but improves with the approach to Market Street, where service to small businesses in Ballard's retail core is better. Express transit service, especially during peak hours, provides a good Ballard-Downtown connection, but skips most of the twelve major employers located along Elliott Avenue West. Some bus stops are close together; others are more widely dispersed. While there are sidewalks and a pedestrian overpass that serve the Amgen campus along Elliott Avenue West, pedestrian access along the Ballard waterfront is poor and there are few amenities to encourage pedestrian activity there. Elliott Avenue West is a major, six-lane, north-south arterial with sidewalks along both sides, but opportunities for pedestrians to cross are limited. Bicyclists are better served by the Burke Gilman trail located along the Ballard waterfront, providing connections to the Elliott Bay Trail and worksites along the way. Load and unload zones provide easy drop-off access for van- and carpoolers

h. **Duwamish MIC**: The SODO-Duwamish area is large, and worksites are widely dispersed, with some worksites located in fairly remote areas beyond the boundaries of the MIC. Approximately 40,000 workers and 2,500 employers populate the area, which includes a total of 50 CTR-affected worksites, half of which are within the official boundaries of the MIC. A portion of the MIC is located in southwest Seattle, where the TDM programs of major employers continue to be challenged by the topography – mainly steep hills and narrow roadways that limit transit service, pedestrian access and bicycle use. First Avenue South is the major north-south arterial that provides transit service in this area. East-west transit routes are minimal, with South Spokane Street the major east-west arterial. Pedestrian access is seriously limited, especially in the

Duwamish area, and overall, there are few amenities to encourage pedestrian activity. Sidewalks are available to only about half of the worksites, and there are few sidewalks or pathways for east-west pedestrian travel. There is inadequate street lighting, and there are no passenger shelters for transit riders. Narrow roadways prohibit transit service in most of the Duwamish, and where it exists the service varies widely. Employees at tech companies often work late and do not have transit options because service does not operate past peak hours. Service frequency south of South Spokane Street is longer than 30 minutes, and the distance a commuter has to walk to a bus stop can be uncomfortable, particularly in the winter time. The mix of freight and pedestrian traffic must be accommodated safely. Employees in the area have expressed concerns with personal safety due to inadequate street lighting and vagrant activity. Some worksites are located near residential neighborhoods, and others are located on narrow streets, which limit transit service. Distance between work-sites and competition among employers limits rideshare arrangements. The large numbers of employees who speak English as a second language can make rideshare matching at different worksites a challenge. Workers who perform their jobs in the field away from the worksite or whose shifts end at odd times find it difficult to rideshare.

D. Existing and planned land use conditions: The map on Page 4 of the Appendix displays the City of Seattle's existing and future land use conditions. The plan is described in detail in the City of Seattle Comprehensive Plan, a Plan for Managing Growth 2004-2024.

E. Existing and planned transportation facilities that support RT-8.18-21 are displayed on the various maps that appear as exhibits in the Appendix; its Table of Contents provides a comprehensive list.

1. Street Network: The map on page 5 of the Appendix displays Seattle's street network and connections to ferries and to state and regional (highway) facilities.
2. **Bikeways:** The map on page 6 of the Appendix displays bike trails, designated lanes, and common bicycle routes.
3. **Pedestrian facilities:** The map on page 7 of the Appendix displays the City's sidewalk system.
4. **Existing transit services and facilities**: The map on page 9 of the Appendix displays Seattle's local transit service in relation to CTR and TMP-affected sites, including service to the City's urban and manufacturing centers.
5. **Transit service**: the tables on pages 10-13 of the Appendix, are from King County Metro's Six-Year Plan, and present Seattle's transit service in detail. Community Transit of Snohomish County also provides service into Seattle's urban centers. The map on page 14 of the Appendix, displays Community Transit service. The map on page 15 of the Appendix displays Community Transit Service to Seattle, Sound Transit bus and commuter train service.

F. Existing parking conditions: Free parking and poor management of curb space can be barriers to TDM because free parking draws people from transit and other transportation alternatives. While there is significant unrestricted, free parking in the public rights-of-way in most residential neighborhoods, most urban villages have some level of on-street time restrictions, and paid, time-limited parking exist throughout Seattle's Center City and in several additional urban village areas. There are over 55,000 off-street parking spaces in the downtown area, mostly in private parking facilities that sell them primarily as all-day or monthly commuter parking.

G. Policies Adopted and Actions Taken to Eliminate Barriers. Consistent with **RT-8.13**, in 2004 the City conducted the Ten-Year Update of its Comprehensive Plan. Transportation Strategic Plan was updated in 2005. Both plans include policies that incorporate and support CTR. Consistent with WAC 468-63.040(1), Seattle adopted the following TDM policies into its Comprehensive and Transportation Strategic Plans in order to eliminate or mitigate the barriers described in I.B.1-5, above. These policies already have contributed to the reduction of commute trips, and will continue to do so as the City implements them in more neighborhoods.

1. **Land Use:** Comp Plan and TSP strategies that support **RT-8.17** include:
    a. Set off-street parking requirements to reduce reliance on automobiles, promote economic development, and reduce housing costs.
    b. Encourage the use of alternatives to single occupant vehicles and the use of smaller, more energy

efficient automobiles through the City's regulation of parking, including the amount of parking required, design of parking, location of parking, and access to parking.

2. **Transportation Facilities and Services:** Consistent with RT-8.2, .4, and .18, the City's Comp Plan and TSP strategies include:
    a. Provide programs and services to promote transit, bicycling, walking, and carpooling to help reduce car use and SOV trips.
    b. Create a transit-oriented transportation system that builds strong neighborhoods and supports economic development.
    c. Provide, support, and promote programs and strategies aimed at reducing the number of car trips and miles driven (for work and non-work purposes) to increase the efficiency of the transportation system. Integrate pedestrian and bicycle facilities, services, and programs into City and regional transportation and transit systems.
    d. Encourage transit providers, the Washington State Ferry System, and others to provide safe and convenient pedestrian and bicycle access to and onto transit systems, covered and secure bicycle storage at stations, and especially for persons with disabilities and special needs.
    e. Provide and maintain a direct and comprehensive bicycle network connecting urban centers, urban villages and other key locations.
    f. Provide continuous bicycle facilities and work to eliminate system gaps.

Consistent with RT 8.1, 8.4 and 8.8, the Seattle City Council adopted Ordinance 122386 stating guiding principles and practices so that transportation improvements are planned, designed and constructed to encourage walking, bicycling and transit use while promoting safe operations for all users. The ordinance also committed additional tax revenues to be generated from the newly adopted commercial parking tax, the business transportation tax, and the voter-approved property tax levy lid to fund: 1. Improved maintenance and rehabilitation of the City's existing transportation network, including its bridges, arterial roadways, signals and signs, sidewalks and stairways, bicycle trails, and street trees; 2. Enhancements that improve safety and enhance the opportunities for alternative transportation methods, including transit rider-ship, biking and walking; and a specific set of system enhancements including: upgrades to the Spokane Street Viaduct, construction of a new overpass on S. Lander Street, implementation of the Mercer Corridor Project, and the restoration and rehabilitation of the King Street Station.

3. **Transit:** Comp Plan and TSP strategies that are consistent with **RT-8.14** include:
    a. Work with transit providers to provide transit service that is fast and frequent.
    b. Pursue a citywide intermediate capacity transit system that connects urban centers, urban villages and manufacturing industrial centers.
    c. Pursue a citywide local transit system that connects homes and businesses with neighborhood transit facilities.
    d. Work with transit providers to design and operate transit facilities and services to make connections within the transit system and other modes safe and convenient.
    e. Integrate transit stops, stations, and hubs into existing communities and business districts to make it easy for people to ride transit and reach local businesses.
    f. Minimize negative environmental and economic impacts of transit service and facilities on surrounding areas.

4. **Parking:** On-street curb space is part of the public street system, and as such it is a public good that is available for all people to use. The Seattle Department of Transportation regulates the use of on street parking and curb space to address multiple and often competing needs. The goals of effective curb space management are to aid the efficient movement of people and goods, support the vitality of business districts, and create livable neighborhoods. Seattle's priorities for curb space use in business or commercial areas, including blocks with mixed-use buildings containing residential units, are, in order: transit use (bus stops and layover), passenger and commercial vehicle loading, short-term customer parking (time limit signs and paid parking typically for one or two hours), parking for shared vehicles, and vehicular capacity. Strategies to achieve these goals include:
    a. Manage the on-street parking supply to achieve vitality of urban centers and villages, auto trip reduction, and improved air quality.

b. Use paid on-street parking to encourage parking turnover, customer access, and efficient allocation of parking among diverse users
c. Consider installing longer-term paid on-street parking along edges of commercial districts or in office and institutional zones to regulate curb space where short-term p1arking demand is low.

H. Review of Comprehensive Plan Policies. The Transportation Element begins on page 3.3 of the Comprehensive Plan with specific references to the Transportation Strategic Plan (TSP) and includes statements of policies and goals that incorporate and support the existing CTR Plan and **RT-8.1-.22**. To reduce car use, both the Comp Plan and TSP state that the City will employ land use policies and parking strategies that encourage increased use of transit, walking, biking, and carpooling. The plans also acknowledge that to be effective, the City must provide transportation alternatives and educate people about transportation choices and how these kinds of tools enable the City to manage or control the need to travel by car. Consistent with **RT-8.12**, the plans state that transportation alternatives to driving alone need to address cost, convenience, and travel time. The plans also recognize that transportation needs and travel choices will change over time as alternatives to car travel become more viable. Both the Comp Plan and TSP have integrated the objectives of trip reduction by adopting TDM goals and policies. Page 34 of the Appendix provides a summary of TDM policies that appear in the Comprehensive Plan.

I. Planning Coordination: The City of Seattle consulted with the following agencies when developing its CTR Basic Plan:

Agency	Issues
King County Metro CTR Services	Scopes of work, employer services, administration, measurement, reporting, enforcement
Community Transit	Transit service from Snohomish County to urban centers
King County CTR Coordinating Committee	Inter-jurisdictional coordination
KC Metro Transit	Transit service and facilities
Sound Transit	Transit service and facilities
Puget Sound Regional Council	Seattle's CTR Basic Plan and its regional impact

J. Broad Assessment of Jurisdiction's Existing and Planned Land use, Transportation and Transit Conditions

1. **Land Use:** The City of Seattle's existing and planned land use conditions are displayed on the map on page 4 of the Appendix, and are described in detail in the City of Seattle Comprehensive Plan, a Plan for Managing Growth 2004-2024.

2. **Transportation Facilities:** Consistent with **RT-8.15**, the City of Seattle developed its initial 1998 Transportation Strategic Plan (TSP) based upon information gathered at more than 40 community events, including meetings of District Councils, the Seattle Bicycle and Pedestrian Boards, and the Freight Mobility Committee. The City updates the TSP regularly, every two years, and made its most recent major revision in 2007. The TSP emphasizes mobility as a paramount issue for the City's economy, environment and the people who live in Seattle. Following the Comp Plan's 10-Year Update that occurred in 2004, the most recently amended TSP specifies strategies, projects and programs that implement the broader citywide goals and policies for transportation in Seattle.

   Chapter 2 of the TSP describes Seattle's existing and planned transportation system, which contains a network of local, regional and state facilities that support an array of commute modes including transit, vanpooling, car-pooling, bicycling and walking.

   Map #3 on Page 5 of the Appendix, displays Seattle's street network and connections to ferries and to state and interstate highway facilities; map #4 on Page 6 of the Appendix, displays bike trails, designated bicycle lanes, and common bicycle routes; and map #5 on Page 7 of the Appendix displays the City's sidewalk system.

3. **Bicycle and pedestrian facilities.** Pages 16 and 17 of the Appendix, maps #9 and #10, display walking and cycling patterns in Seattle from journey to work data provided by the US Census. Map #11 on page 18 of the Appendix displays the City's sidewalk inventory. Consistent with **RT-8.21** and **22**, Seattle uses this information to help determine and prioritize improvements in pedestrian and cycling conditions.

4. **Bicycle Master Plan (BMP**): The Seattle Bicycle Master Plan is a set of actions to be completed within ten years that will make Seattle the best community for bicycling in the United States. Consistent with RT-8.22, the City's increasing support for bicycling will make its transportation system more environmentally, economically, and sustainable. The Plan provides the framework for creating a Bicycle Facility Network and developing the facilities and programs that will make bicycling a viable choice for a wide variety of trips. Improving the convenience and safety of bicycling in the City will provide cost-effective, healthy, and convenient transportation for residents who bicycle. It will also increase social interaction on streets, offer alternatives to driving on congested roadways, and reduce pollution—public benefits that will make Seattle an even better place to live.

    a. **Goals and Objectives of the BMP**: The City of Seattle created a Bicycle Master Plan to achieve two goals:

- Goal 1. Increase use of bicycling in Seattle for all trip purposes. Triple the amount of bicycling in Seattle between 2007 and 2017.
- Goal 2. Improve safety of bicyclists throughout Seattle. Reduce the rate of bicycle crashes by one third between 2007 and 2017.

To achieve these goals the City has identified four principal objectives to be supported by specific actions and performance measures that will enable the City to monitor progress over time.

- Objective 1. Develop a safe, connected, and attractive network of bicycle facilities throughout the City
- Objective 2. Provide supporting facilities to make bicycle transportation more convenient
- Objective 3. Identify partners to provide bicycle education, enforcement, and encouragement programs.
- Objective 4. Secure funding and implement bicycle improvements

    b. **Characteristics of the Bicycle Network**

- The Bicycle Master Plan recommends a 450-mile network of bicycle facilities that will put more than 95 percent of Seattle's residents within one-quarter mile of a bicycle facility, provide access across the waterways, freeways, and rail corridors that are currently barriers to bicycling, and create hundreds of miles of new bike lanes, bike routes, trails, and transit connections that will serve new and experienced riders.
- A Citywide Signed Bicycle Route System will connect all Urban Villages in Seattle
- A completed Urban Trails and Bikeways System that includes multi-use trails and streets with bicycle lanes that together form an interconnecting system.
- Shared lane pavement markings to indicate the proper direction of bicycle travel, encourage bicyclists to ride away from parked car doors, and to increase drivers' expectations to see bicyclists on roadways
- Climbing lanes on hills to provide designated space for bicyclists on uphill slopes and encourage bicyclists to move away from parked car doors and share motor vehicle lanes on downhill slopes
- New bicycle safety treatments, such as warning signs, pavement markings, and traffic controls
- Bicycle and pedestrian bridges to make critical connections across barriers
- Exploration of new bicycle detection technologies at signalized intersections
- Bicycle boulevards
- A comprehensive bicycle route signage and way-finding sign system: The plan will address the need for regional and local connectivity by recommending routes that would benefit from the addition of way-finding signage. The plan will include recommendations for signed bike routes on

City streets, sign design and spot sign placement such as streets leading to trails, bridges or popular destinations.

c. **Short-Term Implementation (2007 to 2009**). The BMP recommends the installation of 133 miles of new bicycle facilities within the next three years. While facility recommendations during this period may vary because many are tied closely to repaving projects, the City will focus immediately on key on-street bicycle facilities, including 55 roadway crossing improvements, 106 miles of signed bicycle routes, 8 miles of new bicycle boulevards, 53 miles of shared lane pavement markings, and 37 miles of bicycle lanes and climbing lanes on arterial roadways. The City also will construct a key bicycle and pedestrian bridge (the Thomas Street Overpass) and add an additional two miles to the Urban Trails and Bikeways System. Partnerships for bicycle and pedestrian safety education, enforcement, and encouragement and bicycle transit access improvements will also be developed in this short-term period.

d. **Plan Outcomes:** Outcomes of implementing the BMP over the next ten years include:

- Bicycle facilities on 62 percent (295 miles) of Seattle's arterial streets
- A 230-mile system of signed bicycle routes, connecting all parts of Seattle
- A signed route within ¼ mile of 72 percent of Seattle's schools
- 50 percent more (19 additional miles of new) multi-use trails
- A bicycle facility within ¼ mile of 95 percent of Seattle residents

The complete text of the Bicycle Master Plan is available at www.seattle.gov/transportation/bikemaster.htm

5. **Pedestrian Master Plan:** Consistent with RT-8.21 and 22 and the City of Seattle's Comprehensive and Transportation Strategic Plans, the City began the planning process for its Pedestrian Master Plan in 2006. By the end of 2007, SDOT expects to have finalized the City's plans to:
   - Build accessible sidewalk curb ramps.
   - Install and maintain school crossing signs.
   - Maintain, improve and install marked crosswalks.
   - Install and maintain pedestrian crossing signs.
   - Construct curb bulbs and crossing islands at pedestrian crossing locations.
   - Rehabilitate and install sidewalks.
   - Provide school walking route maps for Seattle's 60 public elementary schools.
   - Address other pedestrian safety concerns.

More information about the Pedestrian Master Plan is available on the internet at www.seattle.gov/transportation/ped_masterplan.htm

6. **Transit signal priority equipment:** Consistent with **RT-8.8, b**y 2004 the City of Seattle was operating transit signal priority systems along segments of two major corridors: Rainier Avenue South and Aurora Avenue (SR 99) North. The system reduced bus delay on Rainier Avenue by 34 percent and improved travel time on Aurora by 22 percent. By 2006 the City provided Transit signal priority equipment at five intersections on Rainier Avenue South, 11 intersections on Aurora Avenue, five intersections on First Avenue South, and three intersections in the South Central Business District. Future plans include ten intersections along Lake City Way, one on Phinney Avenue North, two intersections on Jefferson Street, and two on South Jackson Street at Boren Avenue and at 12th Avenue South.

7. **Transportation demand management programs.** Consistent with **RT-8.11** and as required by what was the newly adopted State CTR Law, in 1992 the City adopted into the Seattle Municipal Code (SMC 25.02) a Commute Trip Reduction Plan that requires large employers to develop programs and provide incentives that discourage drive alone commutes. In 1998, the City developed Seattle's Transportation Strategic Plan (TSP), which provides a 20-year functional work-plan to accomplish the City's Comprehensive Plan goals. Among the strategies the TSP identifies to promote the use of alternative modes are public education efforts,

proximate commuting, tele-working, parking cash-out, bicycling, public transportation investment, and strengthening Transportation Management Program requirements for developers and property owners. Examples include:

- Vanpool Parking at the Fauntleroy Ferry Terminal
- Carpool Parking in the Downtown Urban Center
- Seattle in Motion
- One Less Car Program

8. **Transit:** Consistent with **RT-8.1**, Planned and Potential High and Intermediate Capacity Transit Network and Seattle's Future Transit Network appear on page 18 of the Appendix as map #12, Seattle's Future Transit Network. Note: A rapid service connection replaced the Monorail Green Line using the same alignment. The change will need to be reflected in the City's adopted Seattle Transit Connections map consistent with work occurring on the West Seattle to Downtown and Ballard to Downtown bus rapid transit projects. The Seattle Transit Plan (including Seattle Transit Connections map) is likely to have its first major update when the TSP is updated in 2010.

    a. **Regional Transit Service**: The City of Seattle is served by Community Transit of Snohomish County, King County Metro Transit, Sound Transit and the Washington State Ferries System. These agencies provide an array of public transportation facilities and services, including local and express bus, commuter rail, vanpool programs, park and ride lots, and ferry service. Two light rail lines will serve Seattle in the first phase of regional Link Light Rail rapid transit service under the Sound Transit Sound Move ten-year plan. The City and Sound Transit expect the first phase of the Central Link, running from Seattle's Central Business District to SeaTac Airport, to be in operation in 2009. Maps that display these services and links appear on pages 14 and 15 of the Appendix.

    b. **Local Transit Service**: King County Metro Transit (Metro) provides Seattle's local and express transit service. Map #6, which displays Metro transit service in Seattle, appears on Page 8 of the Appendix. Metro provides Seattle with 1.89 million service (platform) hours and more than 60 million rides each year. Metro also operates the George Benson Waterfront Streetcar (currently being served by buses while the maintenance barn is rebuilt), the Seattle Streetcar's South Lake Union line, West Seattle Water Taxi and vanpool programs that serve Seattle and the region.

    - Fixed transit routes and services. Pages A-15 through A-24, of King County Metro's Six-Year Transit Development Plan for 2002 to 2007, contain the inventory of fixed transit routes and services in Seattle.
    - Frequency and span of service. The inventory of spans, frequencies and planned changes in service appears on pages 9—13 of the Appendix.
    - Transit facilities include transit centers, park and ride lots, bus stops, and passenger shelters. These are described in detail in King County Metro's Six-Year Plan.
    - Ridesharing services. King County Metro provides ride-match and support services to the region.

In its **Six-Year Transit Development Plan for 2002 to 2007 (Revised November 2004)** King County Metro describes its relationship to other plans and its intent to design and provide efficient service to major destinations and along corridors through an integrated network of service provided by Community Transit, Metro, Sound Transit, and the Washington State Ferries System. The Plan is available at www.metrokc.gov/kcdot/tp/transit/six-year.stm

c. Planned Transit Services and Facilities:

Consistent with the Metropolitan Transportation Plan, Destination 2030, adopted by the Puget Sound Regional Council, the Six Year Plan proposes focusing transit services and facilities in urban areas and describes a multi-destination service concept for connecting residential areas to core routes, transit hubs and activity centers. It also describes Sound Transit's limited stop, high-speed service between urban centers, peak-period service via commuter rail and how access to service can be improved by improvements to walkways, bicycle storage and park-and-ride capacity. See map #12, Seattle's Future Transit Network, on page 18 of the Appendix.

In order to support this network, King County Metro's Six Year Capital Improvement Program (2002-07) for transit services and facilities includes regular bus stop improvements at locations throughout the system, a systematic approach to improving bus stops and facilities along core route corridors, and ongoing improvements to support service changes.

Bus stop improvements are designed to help provide transit customers with comfortable, safe trips and to address the needs of transit vehicle operations. Locations are selected based upon community needs, operational requirements, ridership patterns, available budget, and service patterns. Bus stop improvements include a mix of the following components that improve the physical location where passengers wait, and affect stop location or related coach needs.

- Pedestrian and bicycle access upgrades to meet or exceed ADA standards, particularly where local jurisdictions make sidewalk improvements. Access is improved by constructing curb ramps, providing paved waiting areas, and improving sidewalk and pathway connections. Pedestrian safety issues and provision of bike racks is coordinated with local jurisdictions' programs.
- Shelters and benches - New passenger shelters, benches, new or upgraded translucent roofs to improve security.
- Lighting: New, improved or re-directed lighting.
- Signage and customer information.
- Curb lane transit improvements.
- Bus stop spacing.
- Minor park-and-ride lot modifications.
- Other improvements: Detailed bus schedule information, art, community information, litter receptacles, special benches or other resting and seating structures, railings, and the use of buildings or awnings for weather protection.

In addition to improving bus stop comfort and safety, the program establishes bus staging and layover facilities critical to service reliability and expansion. The complete text of King County's Six Year Plan is available at http://www.metrokc.gov/kcdot/tp/transit/six-year.htm

9. **Parking:** The City of Seattle strives to balance the diverse and competing needs for parking, both on and off-street, among employers, businesses, customers, and residents. Generally, the City works to discourage free, long-term commuter parking, especially in downtown Seattle, other Urban Centers and Urban Villages.

Innovative parking regulations for off-street development: In 2006, the City of Seattle passed Ordinance 122311 to update the Commercial Code. The Ordinance modified the City's off-street parking regulations for commercial development outside of downtown Seattle in several critical ways: 1) Reduced minimum parking requirements to better match local parking demand; 2) Eliminated minimum parking requirements in the commercial zones in Seattle's Urban Centers and Light Rail Station Areas; 3) Encouraged shared short-term parking in neighborhood business districts; 4) Established a maximum surface parking limit of one acre to reduce new impervious surfaces; 5) Revised bicycle parking requirements so that the number of parking spaces doesn't decrease when the number of required car spaces is reduced or eliminated; and, 6) Allowed car-share vehicle parking spaces to replace 3 normal spaces in new development.

In 2006, the City also passed Ordinance 122054 to update the Downtown zoning code. This ordinance expanded the existing maximum parking requirement to all nonresidential uses at a maximum of one parking space per 1,000 square feet. Ordinance 122054 also requires developers to provide bicycle parking as well as shower and locker facilities, depending on the size of the new development.

On-street parking management policies and priorities: Curb space management refers to regulating and prioritizing the use of the on-street public right-of-way for parking, loading, and other similar purposes. SDOT regulates the use of on-street parking and other curb space to address what are often diverse and competing needs, and to aid the efficient movement of people and goods, support the vitality of business districts, and create livable neighborhoods. SDOT prioritizes the uses for curb space in business or commercial areas, including blocks with mixed-use buildings containing residential units, for transit use (travel lanes, bus stops and spaces for bus layover), passenger and commercial vehicle loading, short-term customer parking, parking for shared vehicles, and vehicular capacity.

In residential areas the priorities for curb space use are: transit use (travel lanes, bus stops and spaces for bus layover), passenger and commercial vehicle loading, parking for local residents and for shared vehicles, and vehicle capacity.

III. Baseline Targets (RCW 70.94.527(4) (a)

A. City-Wide Goals and Targets: Consistent with **RT-8.13**, in 2005 Seattle's Comp Plan and TSP established non-drive alone targets for each of Seattle's urban centers and an overall target for the City as a whole that is more aggressive than the CTR goals and which it hopes to achieve through the land use strategies and transportation programs that are outlined in its Plan:

Urban Center	2000*	2010 Goal	2020 Goal
Downtown	56%	62%	70%
First Hill/Capitol Hill	31%	37%	50%
Uptown/Queen Anne	33%	37%	50%
South Lake Union	30%	37%	50%
University District	56%	62%	70%
Northgate	26%	30%	40%
Seattle	**39%**	**42%**	**45%**

* 2000 mode choice numbers are from the U.S. Census for the year 2000 journey to work data by place of employment.

In 2007 the City of Seattle recalculated SOV and VMT targets for 2010 using new goals (10% reduction for SOV and 13% reduction for VMT) that were established by the State.

Area of Jurisdiction	2005 SOV Rate	2010 SOV Target	2005 VMT	2010Target VMT
Downtown Urban Center*	26.63%	23.97%	4.79 miles	4.16 miles
Capital Hill-First Hill UC	41.64%	37.48%	7.07 miles	6.15 miles
Duwamish MIC	61.54%	55.39%	11.68 miles	10.16 miles
Interbay-Ballard MIC	59.67%	53.71%	9.25 miles	8.05 miles
Northgate UC	71.87%	64.69%	11.04 miles	9.60 miles
South Lake Union UC	58.79%	52.91%	8.75 miles	7.62 miles
University Community UC	46.12%	41.51%	7.55 miles	6.57 miles
Uptown UC	57.73%	51.96%	9.06 miles	7.88 miles
All Centers Overall	53.00%	47.70%	8.65 miles	7.52 miles
Outlying Sites	44.45%	40.01%	7.36 miles	6.40 miles
Seattle Overall	48.73%	43.85%	8.02 miles	6.98 miles

*Note: The overall goal in the Downtown Urban Center will be revised to reflect the more ambitious goals and targets for the City's designated GTEC for 2008-09.

B. Consistent with its **RT-8.13**, the Comprehensive Plan and the 2006 Commute Trip Reduction Efficiency Act (RCW 70.94.527(4) (a) the City established new goals and targets for reducing single occupancy vehicle (SOV) rates and vehicle miles traveled (VMT) for each CTR-affected employer. See page 39--43 of the Appendix. The targets displayed in the tables assume a 10% reduction from baseline in the drive alone (SOV) rate and a 13% reduction from baseline in vehicle miles traveled (VMT). Consistent with state guidelines, the City may adjust the goals and targets of individual worksites in order to achieve the overall goal established for the City overall or a given urban center.

IV. Planned Local Services and Strategies for Achieving the Goals and Targets:

Consistent with **RT-8.5** and **RT-8.11-13**, Seattle proposes to implement the following elements as part of its Commute Trip Reduction plan in partnership and coordination with other City departments and local and regional agencies. Listed below are the following planned local services and strategies for achieving trip reduction goals and targets by 2011

A. Policies, Plans and Regulations.

- In 2006 Seattle adopted an Employee Hours Tax to help fund major transportation maintenance and related projects, with deductions given to employers for employees who do not commute in single occupant vehicles. The City expects this policy, which took effect in 2007, to be an incentive that contributes to the use of public transportation and other alternatives to SOV commutes.

- In 2006 Seattle also adopted a tax on commercial parking, although at the level currently taxed this is not expected to dramatically shift SOV commuters.

- In 2006 the City Council adopted Resolution 30915 relating to the Bridging the Gap transportation funding package restating the City's intention as described in the Transportation Strategic Plan and the Seattle Comprehensive Plan to encourage walking, bicycling and transit use as safe, convenient and widely available alternative modes of transportation. Section 3 of the resolution states the intent of the Mayor and City Council to work with the Seattle Department of Transportation to support the principles to provide appropriate accommodation for pedestrians, bicyclists, transit riders, and disabled persons and to incorporate these principles into the Department's Transportation Strategic Plan, Seattle Transit Plan, Pedestrian Master Plan, Bicycle Master Plan, and other SDOT plans, manuals, rules, regulations and programs as appropriate.

- When the City updates the Transportation Strategic Plan it will include the CTR Plan and explicit targets and goals for reducing drive alone trips and vehicles miles traveled.

- **Community Parking Program:** In 2008 SDOT will start working on the Community Parking Program – a new program to work in 35 neighborhoods over the next seven years to study on-street parking needs and implement a wide variety of improvements. Good parking management makes sure there are parking spaces available for short visits to local businesses, as well as for residents living in the area. It encourages people who need longer parking times to take the bus, bicycle or walk. Moving more people with fewer cars minimizes competition for on-street parking, decreases congestion and reduces greenhouse gases in the air. To ensure the unique characteristics of each neighborhood are considered, the community is included in designing and conducting a parking study, generating a list of recommendations and implementing improvements. Once SDOT shares the final implementation plan with the community, changes to improve on-street parking are made. Examples of regulations that may be changed or added include:
    - Parking time-limit signs
    - Commercial and passenger load zone adjustments, additions, removals
    - Pay station installation
    - Residential Parking Zone implementation
    - Other creative parking solutions designed for neighborhoods

- In addition, the City will continue to incorporate trip reduction goals into its policies and plans at established amendment schedules. The proposed changes and their scheduled adoption dates follow.

1. **Comprehensive plan policies related to TDM appear in the Appendix**. Annual amendments to the Comprehensive Plan may be made in the fall of each year. No additional changes were proposed for 2007.

2. **Land use regulations related to TDM appear in the Appendix**. Annual amendments to the Comprehensive Plan may be made in the fall of each year. No additional changes were proposed for 2007.

3. **Zoning code regulations related to TDM appear in the Appendix**. Annual amendments to the Comprehensive Plan may be made in the fall of each year. No additional changes were proposed for 2007.

4. **Street design standards**: Seattle is very progressive in its design standards. While the City's standards currently meet or exceed State requirements, the City plans to modify its standards and policies in the future within the context of the City's Complete Streets Initiative. This will make Seattle streets more accessible for all users and increase the transportation choices available. The 2007-08 Bicycle and Pedestrian Master Plans outline in detail the changes that Seattle will incorporate into its standards for work performed in the public right-of-way.

5. **Concurrency regulations**. Section 23.52 of the Seattle Municipal Code states the requirements to meet transportation concurrency level of service standards and states that the traffic forecasted to be generated by a proposed use or development will not cause the transportation concurrency level of service to exceed LOS standards. In addition, the urban village strategy described in the Seattle's Comprehensive Plan recognizes the importance of multi-modal concurrency and the land use-transportation relationship by focusing redevelopment in concentrated rather than linear patterns, directing transportation investments to link pedestrian-oriented activity centers, and providing more opportunities for walking and bicycling within the centers. This is consistent with and supportive of PSRC policy RT-8.1 and 8.9.

B. Services and Facilities

While King County Metro provides Park and Ride facilities, transit, vanpool and ride-match services for the City, Seattle's Transportation Capital Improvement Plan for 2007—2012 includes 30 projects and programs, totaling more than $237 million, that will reduce automobile dependence, drive alone trips and vehicle miles traveled. The largest projects appear in the table below, along with their implementation schedules. Again, note major investments in multi-modal facilities that support PSRC policies **RT-8.1 & 2.**

TRANSIT FACILITIES		
Downtown Transit Tunnel Closure Mitigation	$ 5.2million	Completed 2007
Lake City Way N.E. Multimodal Project	$13.2 million	2005-08
Sound Transit Construction Services	$13.2 million	2005-07
South Lake Union Streetcar	$45.0 million	Completed 2007
University Way Multi-modal improvements	$ 7.5 million	Completed 2007
Transit Corridor Improvements	$22.5 million	2008-15
Aurora HCT & Pedestrian Improvements	$19.7 million	2006-13
BICYCLE & SIDEWALK FACILITIES		
Bicycle Master Plan Implementation	$18.3 million	Ongoing program
Bike Spot Safety Improvements	$ 2.7 million	Ongoing program
Burke Gilman Trail Extension	$18.4 million	2006-12
Chief Sealth Trail	$ 3.5 million	Completed 2007
Duwamish Bikeway	$ 1.8 million	2006-07
Interurban Trail North	$ 1.4 million	2006-07
Lake Union Ship Canal Trail	$ 8.2 million	$2006-08
Mountains to Sound Greenway Trail	$ 5.3 million	Completed
Neighborhood Bike & Pedestrian Improvements	$ 5.0 million	2006-08
New Sidewalk Program	$ 2.2 million	2007-08
Pedestrian-Bike Improvement Program	$ .5 million	Ongoing
West Lake Union Trail	$ 5.1 million	Completed
Sidewalk Safety Repair	$13.0 million	2007-12
Stairway Repair	$ 2.8 million	2006-12
OTHER PROJECTS & PROGRAMS		
Duwamish Intelligent Transportation System	$ 5.0 million	2006-10
Intelligent Transportation System Improvements	$ 5.3 million	2006-08
Pedestrian Lighting	$ 1.5 million	2006-08
Trans-Lake Washington Project	$ .8 million	2006-07
Bike Trail Major Maintenance	$ 1.2 million	2007-08
Annual Additional Transit Service	$1.5 million	2007-08
Pedestrian Countdown Signals	$ .4 million	2007-08
Center City Access	$ 5.6 million	2005-13

C. Marketing and Incentives

Consistent with **RT-8.11**, the City's CTR Plan requires employers to promote their programs regularly. CTR Services staff work directly with local employer networking groups to market incentives that reduce drive alone trips and vehicle miles traveled. Examples of the incentives promoted include:

- Transit pass discounts
- Home Free Guarantee (a subscription program)
- Parking cash-out programs
- Preferential parking
- Flexible work schedules
- Compressed work weeks
- Tele-work and proximate commute options that allow working from home or alternative worksite

D. Special Programs for Mitigating Construction

Numerous construction projects have an impact on the City's transportation system each year. The major public works projects for 2006 and 2007 are displayed on Map #14, Page 20 of the Appendix. Seattle anticipates significant impacts on access, capacity and mobility from major projects like the Mercer Street revisions, Alaskan Way Viaduct replacement, Sound Transit's Light Link Rail, and SR 520 Bridge.

City engineers and planners continuously engage in efforts that mitigate the impacts of these projects. The efforts include taking advantage of existing networks of CTR-affected employers as a useful tool for communication and providing employees with alternatives that contribute to mitigation efforts.

Strategies for mitigating the impacts of construction vary with the unique conditions of the development and its location. To reduce the impacts of construction activities on mobility, the City restricts access to construction sites during peak commute hours and requires contractors to manage curb space and traffic according to plans that have been pre-approved by the City's traffic engineers. The City of Seattle publishes a **Traffic Control Manual for In-Street Work**, a guide for establishing safe work zones that consistently and clearly convey to motorists, pedestrians and cyclists that work is being performed in the roadway. A copy of this manual is available at www.seattle.gov/transportation/trafficcontrolmanual.htm

For large private developments that will have major impacts on traffic, the City requires proponents to assess and mitigate traffic impacts. Since 1985, the City has required proponents to develop and implement Transportation Management Programs (TMP) to reduce drive-alone commutes by tenants. TMP requirements remain in place for the life of the building. Mitigation requirements must be met before, during and after construction. The City requires developers to produce traffic and parking studies that include estimates of the number of peak hour and daily trips that will occur during and after construction. The developer must estimate changes in levels of service (LOS) for affected intersections and meet the City's requirements for concurrency, adjusted for growth. The proponent must address transportation alternatives for private, single-occupant vehicles, the availability and proximity of a variety of transit routes between the location and other areas of the City and region, and the scarcity and cost of parking that will make it likely that there would be fewer or more vehicle trips. A TMP template can be found on pages 21-22 of the Appendix.

For large, complex public works projects that require the taking of major portions of public rights of way, the City imposes conditions and standards for mitigating the project's impacts. For example, the proposal to construct and operate the light rail transit system requires proponents to analyze and assess long and short-term effects on transit service, rider-ship, accessibility, roadways and land use. The analysis must consider the financial feasibility and cost-effectiveness of alternatives. Once the impacts of the proposal are known, the City, project proponent(s) and appropriate stake-holders determine appropriate conditions and mitigations of impacts and how to provide them so as not to preclude the facility or render it impracticable. Seattle provided $5.2 million in 2006-07 to mitigate the construction impacts associated with the closure of the Downtown Transit Tunnel.

Center City Parking Program: In response to the expected large-scale changes to on-street parking in the downtown area, SDOT launched the Center City Parking Program in 2007. Major construction related to the Alaskan Way Viaduct and other transportation projects is expected to remove or restrict a significant number of the 5,000 paid on-street parking spaces in the downtown area. On-street parking would be removed or restricted as a way to increase road capacity for transit, bicycles, freight, and necessary car trips. To address these anticipated changes to our critical supply of short-term parking, SDOT is developing strategies for converting existing long-term on-street parking spaces to short-term use; moving commuters out of their cars to free up parking spaces, and identifying underutilized parking. Multiple strategies are needed to solve the problem because the demand for parking varies depending on nearby land uses and no one solution is the answer. The desired result is to provide easy-to-access parking with transparent pricing that keeps the Center City moving and contributes to a sustainable transportation system. The timeline is to be complete by 2012 when construction along the waterfront is expected to begin to replace the Alaskan Way Viaduct and seawall.

V. Requirements for Major Employers (RCW 70.94.527 (4) (b)(c)(d)

Consistent with **RCW 70-94.534**, the City of Seattle existing CTR Plan is codified as SMC 25.02 and establishes basic requirements for employers affected by the CTR Law. The City developed its 2008 CTR Basic Plan and Section IX, GTEC Program, in consultation with King County Metro, its local transit agency, representatives from local jurisdiction members of the King County CTR Coordinating Committee, including King County Metro and the Puget Sound Regional Council. The 2008 CTR Basic Plan remains consistent with **RCW 70.94.531**, requirements for CTR-Affected employers:

A. Designate Employee Transportation Coordinator (R)

Each affected employer is required to designate a transportation coordinator to administer its CTR program and act as liaison to the City. An affected employer with multiple worksites may have one (1) transportation coordinator for all sites. The coordinator's name, location and telephone number must be displayed prominently at each affected work site;

B. Regular Distribution of Information to Employees (R)

Each affected employer must provide a complete description of its CTR program to employees at least twice a year and to each new employee when he or she begins his or her employment. Each employer's program description and report must report the information to be regularly distributed and the method and frequency of distribution. In addition the City encourages employers to provide employees with transit system maps and schedules, vanpool rider alerts, weekly traffic alerts, bike maps, and other HOV promotional information.

C. Implement a CTR Program (R)

1. An employer's initial CTR program must include at least two (2) of the following TDM elements:
    - Bicycle parking facilities and/or lockers, changing areas, and showers for employees who walk or bicycle to work,
    - Commuter ride-matching services to facilitate employee ride-sharing for commute trips,
    - Subsidies for transit fares,
    - Employer vans or support for third-party vans for vanpooling,
    - Subsidies for carpool and vanpool participation,
    - Use of the employer's vehicles for carpool and/or vanpool commute trips,
    - Alternative work schedules, a compressed work weeks and flexible schedules
    - Preferential parking for high-occupancy vehicles,
    - Reduced parking charges for vanpool vehicles,
    - Cooperation with other employers and transportation providers to provide additional regular or express service to the work site (e.g., a custom bus service arranged specifically to transport employees to work),

- Special loading and unloading facilities for transit, carpool and/or vanpool users,
- "No Park" incentives, such as cash payments to employees who give up parking privileges.
- Institute or increase parking charges for SOVs,
- Tele-work options,
- Shuttle services between the worksite and park-and-ride lots, transit centers, or principal transit street,
- Attend at least four meetings of a local TMO, TMA or employer network group,
- Other measures that facilitate the use of non-SOV commute modes.

2. The program also must include:

- a description of all program measures offered by the employer,
- the names of persons responsible for implementing the CTR program and evidence of commitment to provide appropriate resources to carry out the CTR program,
- a schedule of implementation,
- a general description of the worksite, including operational conditions which may affect an employee's choice of commute mode,
- a general description of the availability of transportation to the worksite,
- the total number of employees and affected employees at the worksite, and
- a list of the records to be maintained by the employer in implementing the program. Employers will maintain all records listed in their CTR program for twenty-four (24) months.

D. Report Progress (R)

Each employer is required to produce a report that includes a program description and submit it to the local jurisdiction for review and approval on a regular basis.

Submittal:

1. An affected employer shall submit a CTR report on a date assigned by the City after reviewing the employer's initial CTR program.
2. At least thirty (30) days prior to the reporting date an employer may request a thirty (30) day extension to complete its report. This extension shall not change the normal reporting date for subsequent years.

Content: The report shall include a review of employee commuting and of progress and good faith efforts toward meeting the SOV reduction goals. The report shall include:

- A description of each CTR program measure that was undertaken during the year;
- The number of employees participating in each of the CTR program measures;
- An evaluation of the effectiveness of the CTR program (summary report of survey results); and a description of proposed revisions to the CTR program that the employer intends to implement in order to achieve CTR goals;
- A description of the method and frequency by which the information required by the approved CTR program was distributed;
- A statement of the employer's method of measuring its VMT per employee, using either the average zonal trip length or the employer's average trip length from a survey.

E. Measurement and Evaluation. Every two years each employer must conduct a survey of employees as described in the Washington State Commute Trip Reduction Task Force Guidelines and in conformance with SMC 25.02 and achieve a seventy-percent (70%) response rate in order to evaluate the worksite's progress toward meeting its CTR goals. Data on employees' commuting behavior:

1. The employer must provide survey data or equivalent information. Employee surveys of commuting behavior will be the primary source of data about an employer's CTR program performance. Washington State Department of

Transportation goal measurement questionnaires shall be used to measure affected employers' progress towards goal attainment, unless the City approves equivalent information which is provided by the employer.

2. Instead of surveying all affected employees at a worksite, an employer may conduct a survey based on a sample of its affected employees if there are at least one hundred (100) affected employees at its worksite. The employer must demonstrate to the City that the sampling method is in accordance with generally accepted methods before the sampling is undertaken.
3. A minimum response rate of seventy percent (70%) of all affected employees in the population or seventy percent (70%) of the sample is required. When a seventy percent (70%) response rate is not achieved, an employer shall either:
    a. Provide supporting information, approved by the City, to document mode choice of affected employees. This information may include transit pass sales, records of rideshare subsidies, parking lot counts (where affected employees' actual commute trip behavior is measured between six a.m. (6:00 a.m.) and nine a.m. (9:00 a.m.)) when access and egress points are completely monitored; or
    b. Designate all non-responses below seventy percent (70%) of the affected employee population or sample as SOV trips; or
    c. Use a combination of options (a) and (b).

VI. Documentation of Consultation and Public Outreach

(WAC 468-63-060(2)(ix)

In 1991 The City of Seattle subjected its original CTR Plan to the public process it normally conducts for adopting city ordinances and amending its municipal code.

Incorporating CTR & TDM into Seattle's Comprehensive Plan: (WAC 468-63-040): In 2004 Seattle engaged in a public process to produce the Ten Year Update of its Comprehensive Plan that includes specific elements that are most likely to reduce drive alone commutes. (See the Comprehensive Plan Policies that appear in the Appendix, pages 36-40.) Following are key dates of forums and hearings that the City held for that purpose.

Community Forum, Fall 2004
Council member Peter Steinbrueck and the City Neighborhood Council (CNC) Neighborhood Planning Committee hosted a community forum on the Comp Plan and the 10-Year update on Nov. 20, 2004.

Council Public Hearing in Fall 2004
The City Council's Urban Development and Planning Committee held a public hearing in September to take public comments on the legislation and other potential amendments.

Four Public Meetings Held in Spring 2004
Citizens were invited to four public meetings in April and May 2004 at Seattle City Hall to review the proposed amendments to the Comprehensive Plan and submit comments.

Neighborhood Plan Steward Workshop Held in November 2003
A public workshop to discuss what the Comp Plan update process would mean to neighborhoods and Neighborhood Plan stewards was held on November 15, 2003. The workshop was cosponsored by the City of Seattle, the Seattle Planning Commission and the City Neighborhood Council/Neighborhood Planning Committee and was attended by City Council members, City Planning staff, and over 50 citizens

Kick-Off Workshop Held in October 2003

A public workshop to kick off the 10-year Comp Plan update was held October 14, 2003.

Outcome of public workshops for CTR & TDM: One outcome of the public workshops was an issue paper that the Ten Year Update of the Comprehensive Plan addressed by incorporating and supporting CTR and TDM into the Comprehensive Plan. The paper, "**Seattle's Comprehensive Plan Update ISSUE PAPER #6: Mode Split Targets for Urban Centers,"** appears in the on page 30 of the Appendix, and the TDM policies that the paper generated in the Comprehensive Plan appear in **Section II** of this CTR Plan.

In 2008, the City will exercise the same process to amend its CTR Plan pursuant to the CTR Efficiency Act adopted by the Washington State Legislature in 2006. The City plans to adopt an ordinance, amending Chapter 25.02 of the Seattle Municipal Code, in the first quarter of 2008 and to continue to engage stakeholders in its development. Beginning in 2006 the City invited the participation, review and comment from its 254 CTR-affected employers in the preparation of its Preliminary Draft of the 2007 Commute Trip Reduction Plan. Page 27 of the Appendix displays notices and other documentation of this consultation and public outreach.

Additional Outreach and Coordination:

1. Inter-jurisdictional Coordination: Seattle had an opportunity to review and make comments on the Preliminary Drafts of the CTR Plans, including GTEC Programs proposed by the cities of Bellevue, Kirkland, Redmond, Shoreline, and Tukwila. The City coordinated the development and review of its own plan with representatives of jurisdictions and agencies that participate in the King County CTR Coordinating Committee: Auburn, Bothell, Burien, Federal Way, Issaquah, Kent, King County Metro, Puget Sound Regional Council, Renton, Shoreline, and SeaTac.

2. The City of Seattle engaged staff from several departments to address various issues related to the development of this plan. These include:

Department	Contact	Issues:
Planning & Development	Tom Hauger, Kristian Kofoed, John Shaw, Mark Troxel	Land use policies, Comprehensive Plan coordination, GMA, SEPA, TMP and CTR coordination
Finance & Budget	Stephen Barham	Budget impacts, ordinance review
Law	Brent Lloyd, Sandy Watson	Ordinance development
Legislative	Ernie Dornfield, Martha Lester, Transportation Committee	Plan and legislation coordination
Transportation	Dorinda Costa, Michael Estey, Jon Layzer, Christine Patterson, Susan Sanchez, Kristen Simpson, MaryCatherine Snyder, Eric Tweit, Cristina VanValkenberg, Steve Viney, and Wayne Wentz	Overall CTR Plan & GTEC Program Development, construction mitigation, concurrency, parking policies, capital and operating budget data, and management issues

3. WSDOT staff who participated in the development of this plan included Keith Cotton, Robin Hartsell, Brian Lagerberg, and Cathy Silns. They provided oversight for consistency with the State CTR Efficiency Act and W.A.C., state funding, CTR Board and legislative intent, and administrative guidelines.
4. Staff from the Puget Sound Regional Council, Lindy Johnson and Robin Mayhew, reviewed the plan and recommended that the state approve and fund the program.
5. In 2006 Seattle informed CTR-affected employers of the changes in the state CTR Law and discussed in more detail at quarterly meetings of CTR-Employer Networking Group. In 2007 the City made its Preliminary Draft CTR Plan available and attended meetings with employers to discuss the effect of the CTR Efficiency Act. City staff also met with employers to discuss the City's new Employee Hours Tax and the tax deductions they could take for HOV use.
6. The Downtown Seattle Association participated in the development and review of the CTR Plan, especially Section IX, the GTEC Program.
7. King County Metro, Community Transit, Sound Transit and the Washington State Ferry Service staff provided information about local and regional transportation services and future planning.
8. In the development of the GTEC Program, Section IX, the City engaged the same participants named above, and also solicited input from tenants and the managers of densely-populated properties located in the urban centers that will be the target market for the program.
9. Pages 27-32 of the Appendix provide exhibits of the public outreach efforts for the plan.

VII. A Sustainable Financial Plan.
(WAC 468-63-040(2)(g)

Following is a description of the revenues from public and private sources that the City expects to have available, as well as the expected costs, to implement a CTR Plan and achieve its goals and targets.

As employment and population grow, the City of Seattle expects the cost of implementing a CTR Plan will continue to rise and that the City will incur additional costs to implement the Plan. Anticipating that, the City will try new ways to implement CTR and related efforts, including any efficiency that the City might realize through operating one or more Growth and Transportation Efficiency Center (GTEC) programs.

The City absorbed $60,000 in unanticipated planning costs in 2006 and 2007 and will rely upon WSDOT to provide funds for operating the CTR Basic Plan for 2007-09. By changing the way it works with CTR-affected employers located in the GTEC **(See Section IX)**, the City hopes to realize savings in its basic program in the future.

A. Funding Sources

1. **CTR Basic Program Funding:**

WSDOT Basic Funding:	$320,040 =	$1,260 per site
WSDOT Performance Funding:	$192.024 =	756 per site
WSDOT Total Funding:	**$512,064** =	**2,016** per site
Estimated cost of Basic Services:	$558,800 =	$2,200 per site
Gap in basic funding	**$ 46,736 =**	**$184 per site***

***Note**: If the state does not provide performance-based funds, or find other sources of funding basic services, the **Gap in basic funding will grow to $192,024 or $760 per site.**

2. **GTEC Program Funding**

WSDOT	$300,000 per year
Local Direct Funding Match	$300,000 per year

3. **Local capital investments** in facilities that will support and complement a CTR plan appear on page 17**.**
Local operating programs that will support and complement a CTR plan appear below**:**

- $625,000, 2007-08 Intelligent Transportation Systems Plan Implementation
- $100,000 2007-09 Trans- Lake Washington Project
- $6.5 million, 2007-2008 Center City Access Strategy
- $200,000 provided by the City of Seattle for TMP development, implementation and enforcement,
- $300,000 provided by the City of Seattle, King County and Downtown Seattle Association for TDM
- $200,000 provided by the City of Seattle to operate a carpool parking program
- $ 27,000 provided by the City for its “One Less Car” program
- $ 69,000 provided by the City for its “In Motion” program

CTR Basic Plan & GTEC Program
Estimated Revenue

July 1, 2007—December 31, 2007

Sources of Funds	Use of Funding	Responsible Agency	Estimated Amount
WSDOT	Implement CTR Basic Plan	City of Seattle/KCM CTR Svc	$ 250,000
City/DTA/KC Metro	GTEC Planning DUC	City/DTA/KC M	$ 150,000
TOTAL			$350,000

January 1, 2008—December 31, 2008

Sources of Funds	Use of Funding	Responsible Agency	Estimated Amount
WSDOT	Implement CTR Basic Plan	City of Seattle/KCM CTR Svc	$ 500,000
WSDOT	CTR GTEC Implementation	City of Seattle	$ 300,000
DTA (City, KCM, DSA)	CTR-GTEC Implementation	City of Seattle	$ 300,000
TOTAL			**$1,100,000**

January 1, 2009—December 31, 2009

Sources of Funds	Use of Funding	Responsible Agency	Estimated Amount
WSDOT	Implement CTR Basic Plan	City of Seattle/KCM CTR Svc	$ 500,000
WSDOT	CTR GTEC Implementation	WSDOT	$ 300,000
DTA (City, KCM, DSA)	CTR-GTEC Implementation	City of Seattle	$ 300,000
TOTAL			**$1,100,000**

B. CTR Basic Plan and GTEC Program Costs

1. **Administration.** Plan administration includes meeting the state's basic requirements such as identifying and notifying affected employers, establishing baseline drive-alone data, measuring progress and evaluating potential for improvement, reviewing employer programs and reports, providing training workshops, assistance, materials and tools that help develop, sustain and promote TDM programs. It also includes coordinating trip reduction management with neighboring jurisdictions, property managers, transit service providers, and sustaining organizations or agencies, meeting the state's reporting requirements and a cooperative approach to enforcement.

2. **Facilities.** Facilities include a well-maintained transportation infrastructure and capital projects that help reduce the number of drive alone trips. Examples include high occupancy vehicle lanes, bicycle lanes, sidewalks, transit signal priority improvements, park and ride facilities and bus shelters. These support TDM and are not part of the operating costs of the CTR Plan or GTEC Program. They are funded by a variety of sources and are listed in VII.A.3, above.

3. **Services** that support transit and ridesharing include mass transit services, assistance with the formation of vanpools, car sharing and ride matching services provided by transit agencies. The City's Transportation Operating Fund (TOF) supports the development and implementation of Transportation Management Programs (TMPs) imposed on large land development projects during an environmental review process required by the State Environmental Policy Act (SEPA) in order to mitigate their impact on air quality, parking and traffic congestion. Seattle provides a number of services, including a carpool parking program, that directly support employers' trip reduction efforts. To implement its CTR Plans the City of Seattle has contracted with King County's CTR Services Section to help major employers meet their basic CTR requirements. Staff meets regularly with representatives from neighboring jurisdictions who are members of the King County CTR Coordinating Committee to discuss common issues and determine best practices for managing them. Representatives from the regional transportation planning organization and WSDOT also attend these quarterly meetings. The cost of providing Transit Service in Seattle is provided and funded by a number of agencies and sources. It is not a part of the operating budget for the CTR Basic Plan or GTEC Program and, therefore, is not included in this financial plan.

Readers may refer to the Appendix to this document; pages 8-14, to view a complete description and mapped displays of current and planned transit services in Seattle.

4. **Marketing.** Marketing includes activities that promote and increase awareness of commute options. Activities include the workshops and training, the development and distribution of transit and ridesharing information, promotional campaigns, web sites that promote commute options programs, and outreach to employers.

CTR Basic Plan and GTEC Estimated Revenue Summary

Program	Appropriation	Funding Source
CTR Basic Plan	$512,000	State of Washington (WSDOT)
GTEC Support	$300,000	State of Washington (WSDOT)
Total State Funding	**$812,000**	
Ongoing TDM Support Programs	$516,000	City of Seattle TOF, KCM
GTEC Program Operation	$100,000	City of Seattle TOF
GTEC Program Incentives	$200,000	King County Metro
GTEC Program Operation	$100,000	King County Metro
GTEC Program Operation	$100,000	Downtown Seattle Association
Total Local Funding	**$1,016,000**	
Grand Total Revenue	**$1,828,000**	

CTR Basic Plan and GTEC Program Estimated Expenditure Summary

Product, Service or Strategy	Annual Cost Estimate	Service Provider	Funding Source
CTR Basic Plan			
Meet state requirements; direct services to affected employers	$450,000	KC Metro CTRS	WSDOT
Administer Basic CTR Program	62,000	City Admin	WSDOT
Subtotal Basic CTR Basic Plan	**$512,000**		
Supporting & Complementary Programs			
Carpool Parking Program	200,000	City of Seattle	Seattle TOF
One Less Car	27,000	City of Seattle	Seattle TOF
Seattle In Motion	69,000	City of Seattle	Seattle TOF
Ride-match Services (car & vanpool)	100,000	KC Metro	KC-Metro
TMP Development & Administration	120,000	City of Seattle	Seattle TOF
Subtotal TDM Supporting Programs	**$516,000**		
GTEC Program*			
Administer Program to meet state requirements	$ 75,000	City of Seattle	WSDOT
Direct Services to Participants	165,000	Contracting Partners	WSDOT
Measurement	50,000	Contracting Partners	WSDOT
Workshops and training	10,000	Contracting Partners	WSDOT
GTEC Program Management	300,000	Contracting Partners	DTA
Incentives	200,000	Contracting Partners	KC Metro
Subtotal GTEC Program* Costs	**$800,000**		
CTR Basic Plan & GTEC Program Total Cost	**$1,828,000**		

*The program budget for the GTEC appears in greater detail in Section IX, page 69.

5. **Incentives**

Incentives include transit pass discount programs, subsidies for vanpool participation, and other contributions that employers can choose to encourage their employees to participate in commute options programs.

6. **Training**

The City provides training workshops to teach transportation coordinators how to meet their basic CTR program requirements, including how to conduct surveys or alternative performance measures. Because the turnover rate among transportation coordinators is over 50%, Seattle concentrates most of its training efforts on these basic topics. Staff conducts training on effective program implementation and promotion through employer networking groups or as requested at individual worksites.

C. Based on the revenue and expenditure assumptions (4. above), Seattle would not have a gap in funding for 2008.

VIII CTR Basic Plan Implementation Structure & Schedule

A. **The City of Seattle** will continue to be responsible for developing and implementing its local CTR Basic Plan (SMC 25.02) and ensuring that it is consistent with the City's comprehensive plan, investments in new and improved transportation services and facilities, and with RCW 70.94 and WAC 468-63. Seattle will establish goals and targets for affected employers and ensure that they comply with the CTR Law.

B. Seattle will continue to contract with King County Metro CTR Services to provide the following services for CTR-affected employers:

- Notify newly affected employers
- Provide ETC training and materials
- Monitor employers' compliance with basic requirements for good faith effort
- Perform review of employer programs
- Manage and coordinate survey processes
- Collaborate to resolve compliance issues
- Analyze survey results and make recommendations for program enhancements
- Maintain data, documents and records
- Assist employers with program development and promotion
- Produce quarterly and regular progress reports

C. Consistent with **RT-8.5**, listed below are the organizations that would participate in the implementation of Seattle's CTR Basic Plan and their respective roles and responsibilities.

1. **WSDOT**: WSDOT is responsible for establishing the rules and guidelines for administering local CTR plans and distributing State grant funds for this purpose.

2. **County:** The City of Seattle contracts with King County Metro CTR Services to implement its CTR Basic Plan. Tasks include program review, ETC training, and direct marketing and incentive services to employers. See **C.** below.

3. **Local Jurisdiction:** The City of Seattle is responsible for developing a CTR plan that is consistent with its Comprehensive Plan, Transportation Strategic Plan, Land Use Code, State law, and corresponding rules and guidelines. The City is responsible for the general administration, implementation and enforcement of CTR plans. The City establishes goals and targets for affected employers and is responsible for ensuring that affected employers comply with the CTR law.

   For Plan implementation the City contracts with King County Metro CTR Services staff to provide direct services to CTR-affected employers. Under the direction of the City of Seattle's Administrator, CTR Services Staff identify affected employers, notify employers of their obligations under the law, and provide training to employers in how to develop, promote and implement CTR programs and how to measure performance. CTR Services staff review programs, measurements and reports; assess achievement and make recommendations pursuant to the City's CTR Basic Plan.

4. **Contracting Partners**: The staff of other departments, public agencies, or private-public partnerships with whom the City establishes working agreements to provide program services.

5. **Transit Agencies** are responsible for providing transit service and facilities, vanpool programs, as well as ride-matching and ridesharing services.

6. **The City of Seattle** is responsible for conducting employer outreach activities, promoting drive alone options, educating employers and their employees about drive alone options, and administering special programs; e.g., transit discount programs, ETC training, program promotion, employer association, guaranteed ride home, etc. that will help affected employers make progress toward meeting their goals. The

City may accomplish this by way of a contract with King County Metro's CTR Services Staff.

7. **Employers** are responsible for demonstrating a good faith effort by complying with the requirements of the State CTR Law and the City's CTR ordinance as provided in SMC 25.02. Employers must designate an employee transportation coordinator, develop a CTR Program that they promote to employees at least twice each year, provide incentives and related promotional materials to employees, conduct biennial measures of their employees' commuting behavior, report progress to the local jurisdiction, and implement new TDM measures that will help them achieve the goals and targets established by the City.

8. **The City of Seattle** administers its CTR plans and a CTR program for its own employees. The City contracts with its local transit agency, King County Metro CTR Services, to provide training, program review, and marketing incentives to all CTR-affected employers.

9. **CTR Implementation Schedule**

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations	City of Seattle	2007-08
Transit Services and Facilities	King County Metro Sound Transit	2007-11
Transportation Infrastructure Improvements	City of Seattle	2007-11
Center City Parking Management and other Parking Policies and Programs	City of Seattle	2007-2014
Marketing and Incentive Programs	King County Metro	2007-11
Adopt CTR Ordinance	City of Seattle	2008
Implement CTR Basic Plan & GTEC Program	City of Seattle	2008

IX Growth and Transportation Efficiency Center

The City of Seattle requested and the State granted the designation of one or more GTECs and associated funding from WDOT in the amount of $300,000 in order to develop a TDM program for employers located in its Downtown Urban Center. In order to meet the requirements of the Puget Sound Regional Council (PSRC) and the Washington State Department of Transportation, Seattle will coordinate the development of its program with the PSRC.

Following is Seattle's Proposed GTEC Program, which the City incorporated as Section IX of its CTR Basic Plan following public review and input, certification by PSRC, and approval by the State CTR Board.

The City of Seattle proposes to designate its Downtown Urban Center (DUC) as a GTEC. A map that displays the area appears on page 31 of the Appendix.

Introduction:

The State of Washington has asked local jurisdictions to consider designating "Growth and Transportation Efficiency Centers" (GTEC) and to focus new CTR resources provided by the state in areas where jurisdictions also are making major investments in transportation infrastructure, capital projects, transit service, policies, especially land use policies, and programs that support the movement of the greatest number of people in the fewest number of vehicles. The City of Seattle has seven urban centers where it is making such major investments and meeting the criteria for a GTEC designation.

Seattle's initial GTEC program would build upon its CTR Basic Plan to implement WAC 468-63-010(b) and address the gap described in Section IB of the CTR Basic Plan and Section IIE of this document. The City would take advantage of existing and planned institutional arrangements, organizations, services, and facilities to create a GTEC program that treats the designated area as a single "CTR-affected" worksite. A benefit that the City hopes to realize from this approach is that expenditures associated with sustaining TDM programs in the future may be only marginal additions to the total cost of providing basic CTR services in areas where the greatest density or growth is projected. By adding to the investment it already has made in transportation infrastructure, facilities and CTR Basic Plan for major employers, Seattle's GTEC program will have the advantage of economies of scale--a more efficient way to achieve greater participation per dollar than may be possible for other jurisdictions. Seattle would exercise the TDM policies adopted in its Comprehensive Plan and Land Use Code and also offer TDM incentives, programs, products and services to commuters into the GTEC who otherwise might not receive them. Seattle would build its GTEC Program on new partnerships and existing networking groups of experienced, well-informed CTR-affected employers who are guided by experienced staff who have a vested interest and long-term commitment to achieving the City's drive-alone (SOV) targets. (WAC-468-63-060) (WAC-468-63-060(2)(x)

Areas in Seattle that now meet the state's criteria for funding a GTEC program are the City's urban centers and manufacturing and industrial centers: Downtown Urban Center, First Hill-Capitol Hill, Northgate, South Lake Union, Uptown, University, the Ballard-Interbay Manufacturing & Industrial Center, and the Duwamish Manufacturing & Industrial Center. These centers will realize the greatest growth in population and employment and are where plans and funding are already in place for increased transportation services, facilities and amenities for pedestrian and bicycle traffic.

A note on the format of the CTR Basic Plan and GTEC Program: The City of Seattle is using the format template developed and recommended by WSDOT to ensure that its CTR Basic Plan meets the requirements of the Revised Code of Washington (RCW 70-94-521-555) and Washington Administrative Code (WAC 468-63) and to facilitate the review and certification of its CTR Basic Plan by the Puget Sound Regional Council (PSRC)(RCW 70-94l526 (6)(7) and State CTR Board

A. EXECUTIVE SUMMARY

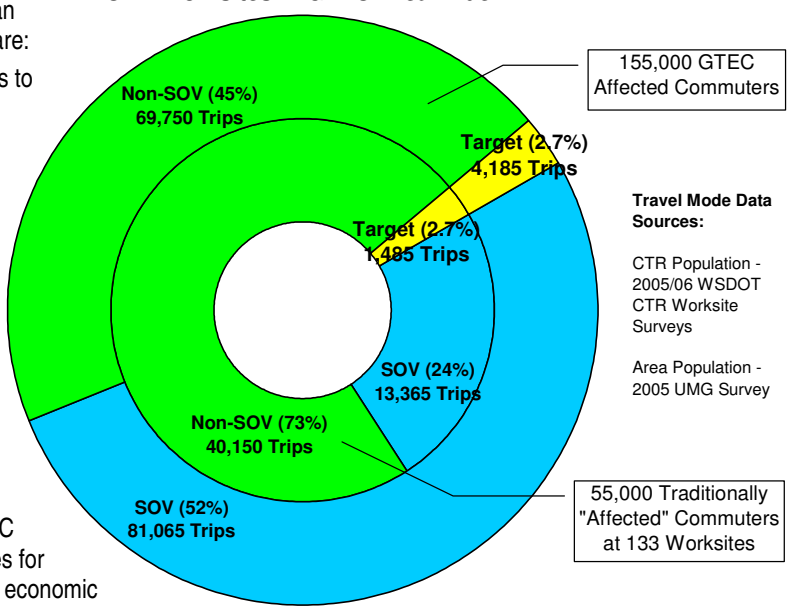
WAC 468-63(2)(b)(i)(A-D)

1. **Vision** of the GTEC program and how it relates to the CTR Basic Plan: The Downtown Urban Center (DUC) not only is densely populated with jobs, its residential population is projected to grow significantly in the next 10-15 years. Adding to the effects of growth are the impacts that planned transportation construction projects will have on the interstate highways, state routes and local facilities that serve commuters who travel to, from and through the center. With these factors converging on one of the nation's most vibrant urban centers, the City of Seattle, King County and the local business community, through the Downtown Seattle Association, formed the Downtown Transportation Alliance (DTA), a partnership whose goal is to address community and economic vibrancy through mobility. The DTA established a significant **goal to increase the use of non-single occupancy vehicle modes by six percentage points** by 2015. This is greater than the SOV reduction goals established for the 133 "traditional" CTR worksites located in the center that represent only one third of the commuting population. The City of Seattle's proposed GTEC Program in its Downtown Urban Center would integrate its CTR Basic Plan with the DTA's Strategic Actions, which are:

- Fund/provide transportation services to meet emerging demands;
- Manage transportation resources, including parking supply and price;
- Maximize existing transportation investments; and
- Enhance user's awareness and experience for pedestrians, bicyclists, and transit users, as well as other transportation system users.

As a catalyst for change, the DTA views the provision of service through the GTEC structure as one of the significant vehicles for achieving its overarching goal to support economic vibrancy through improved mobility

Comparison of Trip Reduction Targets
CTR Worksites v. GTEC Area-wide



2. **GTEC program goals and targets:** The City recognizes that the market within the DUC has some of the best and most mature trip reduction programs, which have resulted in a drive alone rate of only 27% for CTR-affected employers. Building on these results, the DTA has established a macro-level goal of a six percentage point shift from drive alone to non-SOV travel by 2015 for the entire Seattle City Center (an area greater than the DUC). If the GTEC program is successful, Seattle would reduce the total number of drive alone trips by 4,200. That is 2,700 more trips reduced than would be achieved through the CTR Basic Plan's 10% reduction goal.

The City would extend trip reduction efforts to the entire population of the GTEC, prioritizing the implementation of programs and services based on the highest trip reduction potentials. For some buildings, the City may leverage its regulatory authority under SEPA to engage managers of buildings with Transportation Management Plan (TMP) and their tenant populations in improving services and programs. The City would expand GTEC program efforts to other densely populated buildings and populations located in other urban centers as funding permits.

3. **GTEC target population:** The current CTR program reaches 55,000 commuters, or about one third of the DUC's 155,000 commuters. While the market within the DUC has some of the best and most mature trip reduction programs, which have achieved a drive alone rate of 27% for CTR-affected employers, the City of Seattle and its partners in the Downtown Transportation Alliance see an opportunity to reach a bigger market.

a. The commuters, employers and commercial properties within the GTEC consist of the following market segments:

- Individual commuters
- Employers not currently affected by CTR and not in primary target buildings
- Employers currently affected by CTR
- Employers in major office towers. (Note: Fifty percent of all employees in the DUC work in the DUC's 75 largest buildings. This is a huge market and relatively few employers in these buildings have trip reduction programs.)

b. This geographic area meets the criteria developed by the Puget Sound Regional Council for a GTEC:

- It is a designated urban center.
- Significant traffic volumes, capacity and/or delays have major affects on the region.
- Parking is scarce and costly.
- The City is making concurrent major investments in transportation networks, facilities and services.
- There are concurrent pedestrian and bicycle facilities, amenities and services.
- Land use conditions support TDM.
- Private organizations share the City's objective to achieve TDM goals and targets and provide TDM services to entities within the GTEC.
- Potential exists for making major reductions in SOV and VMT.

4. **Proposed GTEC program:** The City of Seattle's GTEC program is a major plan to market and deliver mobility programs, products, incentives and services that support the goals of the City and the downtown community. The GTEC will support mobility and access throughout the DUC and the major investments in public transportation facilities and services being made in the Downtown Urban Center over the same period of time (2008-11). To accomplish this, Seattle would engage an individual or organization—a single point of contact—whose task would be to establish access to new market(s). King County Metro's CTR Services and Market Development staff would continue to develop programs, products, and incentives and provide direct services that support these new markets.

5. **Implementation**

a. Outreach: will consist of a multi-pronged approach and specific activities that provide:

- Resources for and directly to the commuter.
- Resources for all employers, but targeted toward those with the greatest potential for trip reduction.
- Resources for all properties, but targeted toward those with the greatest potential for trip reduction.

b. Leverage: Using existing relationships and regulations to engage participants provides an opportunity to gain maximum efficiency in achieving trip reduction goals. Using these existing resources as the starting point enables a faster and more productive program from day one. (Examples include using current policies that support land use (TMP buildings) and transportation (CTR-affected employers within specified office properties) to demonstrate new outreach and service delivery initiatives.)

c. Delivery: While the City of Seattle is the lead agency for establishing the vision and delivery parameters, it will continue to rely upon King County Metro to deliver programs and services, develop

mobility solutions, conduct outreach, and increase awareness. Initially, affected CTR worksites will continue to maintain program report and survey functions, but these functions may shift to support measurement of the overall GTEC, subject to a collaborative planning process with WSDOT staff.

d. Customer Contact: The programs and services will rely on frequent customer contact. Commuters have to see the program regularly to begin to rely on its services. Employers and property representatives must have regular contacts, service providers who maintain a very high level of professionalism and customer service.

e. Measurement: The City intends to measure goal achievement in the GTEC by treating it as a single site, using a measurement tool and methodology that is approved by the state.

f. Expand the Circle: As resources permit, the City would extend these products and services to property managers, and tenants and to other populations in the City's other urban centers that fit the criteria.

g. Key funding and service partnerships: The source of funding for the operation of a GTEC would be provided by the State of Washington. The City of Seattle, King County Metro and the Downtown Seattle Association will provide **up to $300,000 in local funding per year** to support the program. The City and its partners will consider sustaining the operation of a GTEC program in future years if state funding for the initial program is adequate and the program is successful.

6. **Benefits:**

Consistent with **RT 8.8**, eliminating 2700 more SOV trips would:

a. Improve mobility and access to businesses and public facilities through the Center City during the construction of major projects and facilities, such as:
   - Alaskan Way Viaduct and Seawall Replacement
   - Sound Transit Light Link Rail system
   - Multi-modal hubs and transportation centers
   - Colman Ferry Dock Revisions
   - SR 520 Replacement
   - I-90 and I-5 changes and improvements
   - Other local transportation improvements.

b. Reduce the demand for long term parking, thereby increasing the availability of the existing parking inventory for short term use.

c. Offset the effects of population and employment growth on transportation infrastructure

d. Improve air quality and reduce greenhouse gas emissions.

e. Improve regional traffic. (Because Seattle's Center City is one of the region's most congested areas, reductions in congestion and traffic delay into and through the Downtown Urban Center would have impacts on traffic delay on roadways throughout the region.)

f. Improve efficiency in the delivery of TDM products and services.

B. BACKGROUND INFORMATION

WAC 468-63-060(2)(b)(ii)(A-C)

1. **Sources of Information**

Information	Date Published
Central Puget Sound Regional Growth Centers 2002	2002, PSRC
The Transportation Strategic Plan (TSP) Update	2005, SDOT
City of Seattle Comprehensive Plan, A Plan for Managing Growth 2004-2024	2004, City of Seattle, Dept. of Planning & Development
Six-Year Transit Development Plan	2004, King County Metro
Parking, Your Guide to Parking Management	2001, City of Seattle
Bridging the Gap City of Seattle Capital Investments	2006, City of Seattle

2. **Background Information**

a. **Description of the geographic boundaries** of the GTEC. Initially, the City of Seattle would designate a GTEC in its Downtown Urban Center. **The Downtown Urban Center (DUC)** consists of 952 acres of land that is bounded on the west by Elliott Bay, on the north by Denny Way, on the east by Interstate 5 and South Main Street and on the south by South Royal Brougham Way. The Downtown Urban Center includes Belltown, the Chinatown-International District, the Commercial Core, Denny Triangle and the Pioneer Square Historic District. Seattle chose this as its first GTEC because:

- **Employment density** in the DUC is the greatest in the state. Reducing SOV and VMT in the DUC will make the greatest contribution toward reducing traffic volumes and delay on streets and highways.
- **Citizen support** for mass transit: Seattle and the region are making capital investments in mass transit infrastructure, transit service, and facilities that support bicycle and pedestrian access. Both the City of Seattle's "Bridging the Gap" and King County Metro's "Transit Now" funding initiatives gained voter approval in 2006. Both initiatives received substantial support from the DSA and individual downtown businesses.
- **Policies of Support**: Seattle's Comprehensive and Transportation Strategic Plans include land use, parking, and transportation policies that reduce the need to drive alone. Ordinance 122386, Seattle's Complete Streets policy states guiding principles and practices so that transportation improvements are planned, designed and constructed to encourage walking, bicycling and transit use while promoting safe operations for all users.
- **Local Organizational Support**: The City of Seattle, King County Metro and the Downtown Seattle Association have formed the Downtown Transportation Alliance, which is committed to supporting this effort. CTR-Affected Employers (112) participate in networking groups in order to share transportation information and promote trip reduction in the DUC.
- **Local Funding**: Up to $100,000 from King County Metro, $100,000 from the City of Seattle, and $100,000 from the Downtown Transportation Alliance, a total of $300,000 per year in direct funds. (Additional resources appear in Section E, Sustainable Financial Plan.)
- **Expanding the CTR Basic Plan & GTEC Program:** The City would focus its efforts on densely populated, high-rise buildings, extending the programs and services it now provides to major employers to smaller employers.

b. **Documentation** that the urban centers and proposed GTEC are located within the jurisdiction's urban growth area can be found in The City of Seattle Comprehensive Plan, a Plan for Managing Growth 2004-2024.

3. **Land Use and Transportation Context** (WAC 468-63-060 (iii) in the **Downtown Urban Center (DUC):**

- **Population**: In 2004 the population of the DUC was 15,700 households, or 16 households per acre. In 2002 there were 165 jobs per acre, a total employee population of 156,960.

a. **Existing land use conditions**: Seattle's Downtown Urban Center (DUC) is divided among the following primary land use functions: Office, retail, mixed-use commercial, mixed-use residential and harbor-front. The DUC is fully built with a mature transportation system, where land use and transportation are fundamentally related and mutually supportive.

The City of Seattle's Comprehensive Plan (Comp Plan) recognizes the land use-transportation relationship by focusing redevelopment in concentrated rather than linear patterns, directing transportation investments to link pedestrian-oriented activity centers, and providing more opportunities for walking and bicycling.

b. **Existing transportation network.**

- The DUC is served by Interstate Highways No. 5 and 90, State Highways 99, 509, 519, 520, and 522, the Washington State Ferry Terminal at the Colman Dock in the Central Business District, and the King Street Train Station.
- The DUC is served by Community Transit of Snohomish County, King County Metro Transit, Pierce Transit (Sound Transit operated) and Sound Transit, Amtrak, Greyhound and the Washington State Ferry System. These agencies provide an array of public transportation facilities and services, including local and express buses, commuter rail, streetcar routes, vanpool programs, park and ride lots, intercity bus and ferry service. Maps that display these services and links may be found in the Appendix, pages 8, 13 and 14.

c. **Economic development Plan.**
DUC: Seattle's Comprehensive Plan outlines a general economic development plan for the DUC with the goal of maintaining downtown Seattle as the most important of the region's urban centers—a compactly developed area supporting a diversity of uses meeting the employment, residential, shopping, culture, service and entertainment needs of the broadest range of the region's population.

4. **Projected Future Conditions and Characteristics that will contribute to reduced use of private vehicles in the GTEC.** (WAC 468-63-060 (iii)(B)

a. **Population and employment growth to the year 2024**. The following tables display growth targets for the DUC to 2024:

Downtown Urban Center	HH Number	HH Density	Overall Employment	Jobs Per Acre
DUC Existing **(2004)**	15,700	16 HH/Acre	156,960	165
DUC Growth Target	10,000	27 HH/Acre	29,015	30
DUC Total Projected **(2024)**	25,700	43 HH/Acre	175,975	195

- **Traffic in Seattle** is forecast to increase from 76 million VMT per day in 1998 to 106 million VMT in 2020, a 39% increase. To analyze the transportation effects of the Comp Plan's goals and policies, Seattle diverged from the traditional "micro-level" focus on intersection Level of Service (LOS) analysis in order to recognize the broader geographic impacts of development and travel patterns and to reflect the ability and behavior of motorists to select routes based upon a wide variety of factors. This yielded a forecast of Volume/Capacity (v/c) ratios that are below 1.0 standard LOS in the DUC. (Refer to page T-A21—A27 of the Comp Plan for a complete discussion.)

- **Mode split/share:** The 2000 Census reported the following commute mode splits in four of Seattle's urban centers**:**

MODE	Downtown	South Lake Union	First Hill/ Capitol Hill	Uptown
SOV	44%	70%	54%	66%
Car or Vanpool	14%	14%	15%	13%
Mass Transit	36%	10%	20%	14%
Bike	1%	2%	1%	2%
Walk	4%	3%	7%	4%
Telework	0%	1%	2%	0%
Other	1%	1%	0%	1%

- **Seattle's investment in mass transit** infrastructure, increased frequency of transit service, and improved facilities and amenities for bicyclists and pedestrians will significantly reduce reliance upon private vehicles and increase the use of alternative modes.
- **Parking**: Nationwide studies show that the price of parking is the most significant variable when making the decision to drive or use alternative transportation modes. A scarce supply of parking accompanied by a relatively high price is more likely to generate increased use of mass transit. People perceive parking as a scarce and costly commodity in downtown Seattle; however, the demand for parking is highly inelastic for commuters. Parking is expected to become more scarce and costly as employment and population grow and the cost of building parking versus other land uses increases. These circumstances will contribute greatly to shifts away from the use of private vehicles, making the DUC a viable target for promoting alternative commute modes.

b. **Forecasts of traffic delay**. PSRC provided the City with the most recent forecast of traffic delay hours for 2010 for Interstate 5 and SR-99. The boundaries for the forecast are: I-5 from the Interstate 90 interchange to the SR 520 interchange; and SR 99 from Spokane Street to Mercer Street.

HOURS OF DELAY
2010

Times of Day			A.M.	M.D.	P.M.	EV	NI		All Day
Interstate 5	HOV	NB	0.8	1.1	.5	2.0	0.0		4.4
		SB	0.9	23.1	56.9	32.3	0.0		113.2
	GP	NB	541.8	997.6	1059.3	301.4	14.6		2914.7
		SB	459.8	1002.0	1154.7	419.2	35.6		3017.3
SR-99	HOV	NB	1.2	2.0	4.3	1.4	0.0		8.7
		SB	0.0	0.7	30.7	13.7	0.0		45.1
	GP	NB	318.5	407.6	239.2	65.7	0.3		1031.3
		SB	70.5	423.6	729.1	291.1	0.0		1514.3
Totals by Time Period			1,393.5	2,657.7	3,274.7	1,126.8	50.5		8,703.2

c. **Plans, policies and capital projects.**

- The City has committed $214 million in capital projects and programs that reduce the need to drive alone. (See page 23.) These include: A light rail line that will serve the Seattle Downtown Urban Center in the first phase of regional Link light rail rapid transit service under the Sound Transit Sound Move ten year plan. The first phase of Central Link, running from Downtown Seattle to the northern tip of the SeaTac urban center/SeaTac Airport is expected to be in operation in 2009.
- The City also plans to spend $1.8 million to raise the level of safety and visibility on bike trails that connect to the DUC.
- The City is developing a Downtown Transportation Plan.

- The City is engaged with the State of Washington on a plan to replace the Alaskan Way Viaduct and Seawall.
- The City has made and will continue to make investments in non-motorized transportation facilities such as installing "pedestrian countdown signals" along Pike and Pine Streets between First and Seventh Avenues in the DUC and implementing recommendations of the Bike Master Plan.
- Seattle has new transit and pedestrian improvements planned for Pike, Pine, Stewart, Olive and Howell Streets in 2009.
- The Alaskan Way Viaduct team is considering infrastructure and transit service investments that support transit operations in the CBD as part of a construction transportation mitigation plan that it is developing.
- In 2007 the City adopted an employee tax that allows employers to take deductions for their employees' HOV use.

e. **Parking and Land Use:** The City of Seattle strives to balance the diverse and competing needs for curb space uses generally, and specifically in downtown, and is working to ensure passenger and commercial loading where curb space parking is allowed.

f. **Center City Parking Program:** To manage the loss of short-term on-street parking in the downtown area, particularly in the Central Waterfront, Pioneer Square and the retail core, SDOT is working with downtown stakeholders to convert a portion of existing off-street parking from all-day commuter parking to short-term use.

g. **Minimum parking requirements**: In 2006 Seattle passed Ordinance No. 122054, which eliminated the minimum parking requirements for non-residential development in the downtown urban center. The Code also allows changes to the TMP to reflect current conditions and mitigate parking and traffic impacts. The ordinance established a maximum parking limit for nonresidential uses to a maximum of one parking space per 1,000 square feet.

h. **Bicycle Parking & Amenities**: Ordinance No. 122054 also changed the City's Land Use Code, to require developers to provide bicycle parking, showers and locker facilities in all new nonresidential structures over ten thousand square feet in the Downtown Core and to existing structures where more than ten thousand (10,000) square feet of nonresidential use is proposed to be added.

5. **Gap Analysis. (WAC 468-63-060(2)(B)(iv)** The CTR Basic Plan, Comprehensive Plan and Transportation Strategic Plan and the proposed GTEC Program describe Seattle's extensive investments in its transportation infrastructure, transit service improvements, cycling and pedestrian facilities, parking management, land use and transportation policies, and programs designed to reduce reliance upon automobiles for travel into and through the DUC. Summary descriptions of these investments appear on pages 50-53; Seattle's parking policies and ordinances, street design standards and concurrency requirements appear on page 22; development and construction mitigation policies appear on page 24; exhibits of current transit service begin on page 8 of the Appendix; and a map of Seattle's Future Transit Network appears on page 18 of the Appendix.

   While these demonstrate that the City of Seattle already has made major investments in policies, programs and infrastructure that promote the use of mass transit and reduce reliance on the automobile, the City has identified a significant gap in its "package" of improvements, and that is the City's capacity to provide TDM support to large, densely populated buildings that house many small employers. With the advent of new and improved public transportation service into the DUC within the next two years, the timing is appropriate to make that effort now

a. **Services**: A gap exists in the City's capacity to provide TDM products and services to small employers—individually or in groups. With the implementation of LINK light rail in 2009, projected improvements to Metro Transit service, and higher utilization of existing transit capacity, Metro forecasts that sufficient transit capacity will be available to meet the GTEC's HOV goals through 2011.
b. **Policies**: Although Seattle adopted transportation demand management into the land use and transportation elements of the Comprehensive Plan, the City has not included its CTR Plan as a stand-alone element of its Transportation Strategic Plan. There is limited local funding for CTR plans, for implementing Transportation Management Programs (TMPs), for ongoing monitoring and enforcement, or for engaging managers and tenants of TMP-affected buildings in order to coordinate their requirements with the CTR plans.
c. **Programs:** Since 1980, the City has required owners and managers of certain properties to develop, implement and maintain transportation management programs, but does not provide significant funding to monitor their effectiveness, to coordinate these requirements with CTR-affected employers, or to assist building managers in the same way that the City provides services and products to major employers who are affected by the CTR Law.

C. GOAL SETTING AND PERFORMANCE MEASUREMENTS

WAC 468-63-060(2)(b)(v)(A)

1. Benefits: Reducing drive alone rates and vehicle miles traveled provides multiple direct and indirect benefits. These include reductions in congestion and improved mobility throughout the City and the region, and improved air quality. The GTEC program for accomplishing these targets is likely to be more efficient for CTR-affected employers and require fewer resources to serve them. The City of Seattle will offer CTR incentives, products and services at densely populated buildings and developments. This would enable the City to extend CTR to the larger population of employees of small organizations who otherwise may not have access to these resources. CTR-affected employers who occupy these buildings may take advantage of the building-wide program to reduce their individual costs of promoting programs.

If it works well, Seattle will meet its regional trip reduction goals as commuters take advantage of recent major investments in transportation infrastructure and services.

2. Proposed Goals and Targets for GTEC. A six percentage **point** reduction over the ten year period, (2005-2015) would mean an average reduction of .60 percentage points per year, or a total reduction of 3.6 percentage points over the period 2005-2011, more ambitious goals and targets than the overall 10% reduction goal for the entire jurisdiction established by the State. Where a 10% reduction goal in SOV for the entire jurisdiction would result in an SOV target rate of 37.8%, a six percentage **point** reduction in the DUC would result in an overall SOV reduction goal of 21% and a target drive alone rate of 33.21%.

Area DUC	Base Drive Alone Rate 2005	SOV Reduction Goal	Target Drive Alone Rate 2011	Base VMT 2005	VMT Reduction Goal	Target VMT 2011
DUC CTR Aff.	26%	3.6% pt.	22.40%	4.73 Miles	.62 miles (-13.2%)	4.11 Miles
DUC TMP-Aff.	38%	3.6% pt	34.40%			
DUC Non CTR-TMP	43%	3.6% pt	39.40%			
DUC All	35.6%	3.6% pt	32.06%			
Entire Jurisdiction	42.0%	21.0 %	33.21%	7.06 Miles	.92 miles (-13%)	6.14 Miles

3. Proposed Performance Measures WAC 468-63-060(2)(b)(v)(B)

Target Population	Proposed Performance Measure	Proposed Schedule for Reporting Progress
Commuters	Most Recent CTR & TMP Commuter Survey or other measurement that is acceptable to WSDOT.	Biennial survey and regular reports established by the state.

D. PROGRAM STRATEGIES

WAC 468-63-060(2)(b)(vi)(A-C)

5. **Proposed GTEC program:** The City of Seattle proposes to provide CTR and TDM products and services to participants through its partnerships with King County Metro and the Downtown Seattle Association, with whom it has formed the Downtown Transportation Alliance.

a. **Orientation and introductions to TDM productions and services**

- Education
- Marketing strategies
- Goals and targets
- Measuring Achievement

b. **Services available to participants**:

- Training in the development and promotion of employer transportation programs
- Training in head tax deductions for HOV users; presentations to building managers for tenants
- Pre-Tax training
- Training in how to take the HOV deduction from the Employee Hours (Head) Tax
- Employer networking opportunities
- Coordination among CTR-affected employers, non-affected employers and worksites
- Transportation events
- On-site "Plan Your Commute" trip planning sessions
- Rideshare online.com promotions with emphasis on carpool and vanpool formation

c. **Products provided to participants**:

- Fully developed transportation web pages with links to KCM-CT-ST transit routes and schedules, WSF ferry service timetables, commute cost calculators, ride-match on line, WSDOT Traffic Cams, real time traffic reports, area traffic alerts and delay information, bike routes and locations of facilities, vanpool formation services, and portals to other transportation services and information
- Templates for producing customized transportation information and materials for employees
- Home Free Guarantee Subscription Program, whereby employees who commute using HOV or non-motorized modes have access to prepaid taxi service in case of an emergency
- Building-wide trip reduction challenges, fashioned along the "In Motion" model – report building wide results, provide building-wide and/or individual incentives

d. **Incentives:**

- Commuter subsidies for transit service
- Deductions from the City's Employee Tax
- Value added products and services provided to tenants and employees

6. **Implementation**

a. **Outreach**

- Assemble an inventory of high-density (e.g., high rise, mixed-use) properties and contact information. This would include property owners and/or managers of buildings located within the GTEC boundaries, where large populations of small tenant businesses and non-profits are housed.
- Develop contact and mailing list database (e-mail, telephone, other contact media) from this inventory.
- Develop a similar list from the City's Department of Finance database of business licenses and employee numbers per employer.
- Purchase mailing lists of businesses operating in the GTEC and merge them with the inventory and mailing lists described above.
- Determine population and marketing potential.
- Sort the populations of employers for outreach and marketing purposes; e.g., CTR-affected employers-TMP from non-TMP affected building populations.
- Identify targets for outreach.
- Notify all targets of GTEC program: concept, idea, facilities, services, expectations and next steps.
- Outreach to private parking operators to provide HOV parking incentives or eliminate SOV incentives.

b. **Implementation: Leveraging Related TDM Requirements**

- Inspect buildings and review existing TMPs for compliance, adequacy and effectiveness.
- Review buildings' TMP requirements, survey results and managers' efforts.
- Conduct baseline measurements— (non-CTR-affected employers in TMP-affected buildings).
- Develop a TMP implementation subscription plan for property managers. Develop TDM marketing and promotion subscription services through King County Metro that facilitate building managers' implementation and promotion of TMPs. (e.g., $10 per year per employee per building.)
- Market the TMP implementation subscription plan to management companies and/or managers of TMP-affected buildings:

→ Contact property management companies and/or managers of TMP-affected buildings.

→ Solicit subscriptions for TMP implementation.

→ Solicit permission and support to market and provide TDM-related services to tenants.

→ Develop an outreach and marketing plan designed to engage the participation of small employers and property managers in the local CTR-affected employer groups.

→ Expand the program to other densely populated buildings and entities as funding permits.

- Develop and market a similar subscription service for employers at non-TMP affected buildings using KC Metro CTR Services or other service provider.

c. **Market TDM programs and services at densely populated buildings and developments.**

- Produce and distribute center-focused TDM and commute options promotional products.
- Produce and distribute model web pages for TDM and commute options access.
- Provide training opportunities to participants.
- Conduct site visits for the purpose of informing and promoting TDM.
- Conduct survey to measure performance since baseline.

d. **Expand the Circle**: Extend outreach and TDM products and services to property managers, tenants and other populations in the City's urban centers that fit the criteria (in C above) as funding allows.

e. **Key funding and service partnerships**: The source of funding for the operation of a GTEC would be provided by the State of Washington. In addition, the Downtown Transportation Alliance will provide up to $300,000 to support this effort.

3. **Proposed Target Population**: (Described in Section 1.C.)

4. **Policies and Regulations**: Although the City of Seattle will not amend its Comprehensive Plan to include the CTR Basic Plan and GTEC Program (WAC 468-63.040(1)) as a "stand alone" plan, the Comp Plan includes the policies and regulations that are most likely to reduce drive alone trips and vehicles miles traveled. These begin on page 35 of the Appendix. Any changes to these policies and regulations would occur in 2010, when the City updates its Transportation Strategic Plan

5. **Services and Facilities** that support TDM and trip reduction: As part of its capital improvement program, the City provides transit facilities, HOV lanes, sidewalks, ramps, and bike lanes to facilitate pedestrian and cyclists' access to transit service, thereby reducing drive alone trips and vehicle miles traveled.

a. **Seattle's Capital Improvement Plan for 2007—2012** provides $237million in investments in projects that will help reduce drive alone trips and vehicle miles throughout the City, including the DUC. (See page 16.) The following ten projects will enhance the use of alternatives directly into and through the DUC:

PROJECT	VALUE	SCHEDULE
Downtown Seattle Bus Layover Facility	$ 7.0 million	Completed
Downtown Transit Tunnel Closure Mitigation	$ 5.2 million	Completed
Sound Transit Construction Services	$13.2 million	Completed
South Lake Union—DUC Streetcar	$45.0 million	Completed
Westlake Multi-modal Transportation Hub	$ .83 million	Completed
Intelligent Transportation System Improvements	$ 5.3 million	2006-08
Pedestrian Lighting	$ 1.5 million	2006-12
Trans Lake Washington Project	$ .8 million	Completed
Pedestrian Countdown Signals	$ .4 million	2007-08
Center City Access Strategy	$ 5.6 million	2005-13
Total	**$78.53 million**	

Consistent with **RT-8.8**, the City also is working with its transit agency partners to increase and improve the following existing transit programs, services and facilities**:**

i. **High occupancy vehicle lanes**. on Second, Fourth and Fifth Avenues
ii. **Transit services.** Sound Transit's Light Link Rail Service will begin service in the fall of 2009.
iii. **Vanpool services and vehicles.**
iv. **Ride matching** services from King County Metro.
v. **Car sharing services:** The City encourages employers and building managers to subscribe where it is likely to contribute to achieving the City's goals and targets.
vi. **Transit service and facilities** provided by King County Metro, Sound Transit, Community Transit, Pierce Transit, and the Washington State Ferry System. In 2006 King County voters approved the "Transit Now" funding proposal to enhance transit services and facilities:

- Rapid Ride in key travel corridors: Shoreline-DUC; West Seattle-DUC, and Ballard-Seattle Center-Stadium with: high frequency (< 10 minute), exclusive travel lanes, transit signal priority and queue jumps in key travel corridors: Improved shelter waiting areas with real time information at major stops
- 15-minute frequency targets (all day-two way-seven days/week) between the most densely developed activity centers.
- Bicycle and Pedestrian facilities: The City provides sidewalks, curbs and gutters throughout the Downtown Urban Center and has proposed expansion of facilities for bicycles and pedestrians. These as described in detail outlined in the Bicycle Master Plan and maps that are included in the

Appendix to this document.

5. **Marketing and Incentives:** The jurisdiction must undertake the following tasks in order to implement marketing and incentive programs that will help reduce drive alone trips and vehicle miles traveled.

   a. **Target outreach**

   - Assemble an inventory of contacts at high-density (e.g., high rise, mixed-use) properties. This would include property owners and/or management companies and building managers within the GTEC boundaries, where large populations of small tenant employers (businesses and non-profits) are housed.
   - Determine population and marketing potential.
   - Conduct broad promotions, DUC-wide transportation events.
   - Provide print and web-based promotional materials.
   - Follow up with respondents
   - Conduct building-wide outreach and promotions at all major office properties.
   - Maintain outreach and support to CTR-affected employers within the GTEC with possible transition to a more streamlined program in 2009.
   - Expand program to other populations as funding allows.

   b. **Implementation: The City would:**

   - Review existing TMPs for proposed changes that would make TMPs more effective.
   - Review buildings' TMP requirements, survey results and managers' efforts.
   - Expand to other populations as funding allows.
   - Conduct baseline measurements— (non-CTR-affected in TMP-affected).
   - Develop a TMP implementation subscription plan for property managers. Develop TDM marketing and promotion subscription services through King County Metro that would facilitate building managers' implementation and promotion of TMPs. (e.g., $10 per year per employee per building.)
   - Market the TDM subscription plans to management companies and/or managers of densely populated properties:
   - Contact property management companies and/or building managers.
   - Continue to market transit pass sales and other TDM programs to worksites that are not CTR-affected and/or that do not have access to services via TMPs in affected buildings.
   - Solicit subscriptions for TMP implementation.
   - Solicit permission and support to market and provide TDM-related services to tenants.
   - Develop an outreach and marketing plan designed to engage the participation of small employers and property managers in the local CTR-affected employer groups.
   - Coordinate building- wide promotions coordinated with CTR-affected employers. CTR-affected employers are required to promote their programs twice each year, while TMP-affected buildings' requirements vary. The City would coordinate the requirements of the two programs so that the promotions can occur at the same time and building-wide.

   c. **Incentives:**

   Transit media discounts.
   The City would continue to promote the subsidy of transit passes by employers.
   Provide Short-term Parking
   The City would encourage participation in the Center City Parking Program, including prioritizing providing short-term parking over long-term daily and monthly parking.
   Parking cash-out programs
   The City would continue to explain and promote the use of parking cash-out programs to employers.
   Carpool subsidies

The City would continue to promote temporary subsidies for carpools who may be trying ride-sharing alternatives for the first time. The City would continue to promote employer subsidies for registered vanpools that are equal to the employer's support for public mass transit.

Parking charges and discounts

The City would continue to promote the market rate for all parking and the elimination of parking discounts, except for registered vanpools operated by local and regional public transit agencies.

Preferential parking

The City would continue to promote the dedication of preferential parking for registered vanpools and carpools.

Flexible work schedules

The City would continue to promote the use of flexible schedules by employers in order to allow employees to meet transit, carpool and vanpool schedules. The City also would continue to promote the use of compressed work weeks in order to eliminate commutes.

Program to allow employees to work at home or a closer worksite

The City would continue to encourage employers to consider work-at-home or proximate commuting and to promote their benefits in order to reduce commute trips.

Individualized building-wide marketing programs

The City of Seattle and its partner, King County Metro CTR Services, would plan individual promotions and marketing programs to meet the needs of each target population. The partners would:

- Produce and distribute center-focused TDM and commute options promotional products.
- Produce and distribute model web pages for TDM and commute options access.
- Provide training opportunities to participants.
- Conduct site visits for the purpose of informing and promoting TDM.
- Conduct surveys to measure baseline and improvements in performance.

King County will explore providing transit pass and ridesharing incentives to employers. (See the program budget in Section 5.)

King County will explore provision of incentives to individual commuters as well.

6. **Schedule for Implementing Program Strategies and Services:** The jurisdiction has identified the following schedule for implementing the GTEC program strategies and services. The agency responsible for implementing the strategy or service is also listed.

Proposed Strategy or Service	Agency Responsible	Scheduled Dates for Implementation
Policies and Regulations		
Adopt a GTEC Plan	City of Seattle	2008
Revise SMC 25.02 (CTR Plan)	City of Seattle	2008
Update Transportation Strategic Plan	City of Seattle	2010
Service Delivery		
Outreach to building managers Services to participants Product and incentive development	Partner Contractor KC Metro CTR Services KC Metro MD	January 2008—July 2010 January 2008-July 2010 July 2007—January 2008
Market Incentives and programs	KC Metro	January 2008—December 2010
Provide services and programs	KC Metro	January 2008—December 2010
Develop and encourage participation in the Center City Parking Program	City of Seattle	January 2008-2012

7. **Proposed System for Measurement and Reporting:** The City will use the state-provided CTR survey instruments or other methodology approved by the state to measure and report progress of the GTEC program. Unless the City uses a different survey instrument and methodology, the University of Washington will continue to process the CTR surveys and report the results, which the City will record and report to the state. Staff will use the survey results to develop TDM programs that the jurisdiction will propose for each building. After two years the City will conduct the same survey and measure the performance over the initial (baseline) survey.

E. SUSTAINABLE FINANCIAL PLAN

(WAC 468-63-060(2)(vii)

Financial information dedicated specifically for the GTEC appears below. The City of Seattle has identified sources of revenue and expenditures that would be associated with implementing a GTEC program. Expenditures include program administration, employer assistance, policy and regulation development, promotional activities, transit and ridesharing services, and implementation of supporting facilities.

If anticipated funds do not become available to support the GTEC program, the City of Seattle would be unable to develop and implement this proposal.

1. Funding Sources

a. **WSDOT CTR-GTEC Grant** is the 2008 appropriation from the State to jurisdictions for the development and implementation of a GTEC program. The funding level is likely $300,000, which the City would use to operate, administer, measure and report on the success of its GTEC program.

b. **Local Jurisdiction Operating Funds and Capital Investment Program Funds:** The City estimates the level of annual direct local funding will be $500,000. The City of Seattle, the Downtown Seattle Association (private partner), and King County Metro would provide $300,000 per year to develop and operate a GTEC program. In addition, King County will provide $200,000 for incentives. The City of Seattle has an employee tax that support reductions in SOV use.

c. **GTEC Five Year Sustainable Program Budget:**

ACTIVITY	Funding Source	Year One	Year Two	Year Three	Year Four	Year Five
Current Activities						
Base CTR Program DUC Employers	WSDOT	$140,000	$140,000	$140,000	$140,000	$140,000
City Direct Support Programs	City of					
--Carpool Parking	Seattle	$200,000	$200,000	$200,000	$200,000	$200,000
--Develop and Administer TMPs		$120,000	$120,000	$120,000	$120,000	$120,000
Employer Incentives	KCM	$200,000	$200,000	$200,000	$200,000	$200,000
Employer Outreach and Sales	DSA / KCM	$230,000	$230,000	$100,000	$100,000	$100,000
Subtotal		$890,000	$890,000	$760,000	$760,000	$760,000
DTA Partnership (GTEC Match)						
City of Seattle	City	$100,000	$100,000	$100,000	$100,000	$100,000
King County Metro	KCM	$100,000	$100,000	$100,000	$100,000	$100,000
Downtown Seattle Association (Rent, Administration, Promotion, Measurement)	DSA	$100,000	$100,000	$100,000	$100,000	$100,000
Partnership Contribution Subtotal		$300,000	$300,000	$300,000	$300,000	$300,000
WSDOT GTEC Request						
Administration	WSDOT	$75,000	$75,000	$ 75,000	$75,000	$75,000
Outreach		$25,000	$25,000	$ 25,000	$25,000	$25,000
Promotion		$100,000	$100,000	$100,000	$50,000	$50,000
Service Delivery		$100,000	$100.000	$100,000	$100,000	$50,000
WSDOT GTEC Request Subtotal		$300,000	$300,000	$300,000	$300,000	$300,000
Total GTEC Program		**$600,000**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
Total Downtown Seattle TDM Program		**$1,490,000**	**$1,490,000**	**$1,360,000**	**$1,360,000**	**$1,360,000**

Following are potential sources of additional revenue to fund additional outreach, incentives, and services

- WSDOT TRPP Grants
- WSDOT OTM Regional Mobility Grants
- WSDOT OTM Construction Mitigation
- Federal STP, CMAQ or FTA Grants
- Private Sector Fee for Service Revenues

d. **Federal Funds:** Seattle provided $5.2 million in 2006-07 to mitigate the construction impacts associated with the closure of the Downtown Transit Tunnel.

e. **Employer/Building Contribution**

- Building managers at TMP-affected buildings pay $500 per biennium to participate in the survey process to capture mode split data for unaffected employers.
- Buildings implement TMPs or subscribe to CTRS-provided services. These funding sources include both financial and in-kind contributions from employers.
- Beginning in 2007, employers will pay an employee tax based upon FTE or hours worked.

F. ORGANIZATION & IMPLEMENTATION STRUCTURE

(WAC 468-63-060(2)(viii)

1. **Objective.** The proposed organizational structure will include partners who share an overarching goal to provide a seamless experience for all customers of transportation demand management (TDM) services within the GTEC. The organizational structure for the Downtown Seattle GTEC is designed to:
   - take advantage of expertise among the partner organizations;
   - expand capacity to conduct outreach and promotional activities;
   - streamline administrative and data management functions; and
   - build and strengthen relationships with office property owners and managers.

2. **Outreach.** A distinguishing feature of the GTEC program is that it will need to reach employers that are not compelled to participate in programs by a regulatory (CTR) mandate. This will require an outreach strategy that is significantly different from the approach used in the base CTR program. The City of Seattle's GTEC program will depend heavily on its partners to conduct this outreach:

   The GTEC Partners—The Downtown Transportation Alliance
   - The City of Seattle
   - The Downtown Seattle Association
   - King County Metro

   The City has an established working relationship with the Downtown Seattle Association (DSA) and the Urban Mobility Group (UMG) because of their links to the owners and managers of office buildings in the Downtown Urban Center and to the business community at large. The Urban Mobility Group has a demonstrated track record that includes sales and delivery of transit pass products, and promotion of ridesharing and bicycling. The City of Seattle intends, subject to all applicable laws and agreements, to partner with the DSA and UMG to perform many of the tasks that will be essential to the success of the GTEC program. These include:

   - initial outreach and primary point of contact for building owners and property managers
   - scheduling of building-based activities
   - outreach to professional organizations (e.g. Building Owners and Managers Association)
   - data collection and management
   - dissemination of information regarding improvements to transit service and other non-SOV modes, such as bicycle commute information and support, carpool resource information, and updates on street improvements that also improve transit

Because the outreach elements of the GTEC will leverage the efforts of partners and will expand existing organizational capacity, very little start-up time will be required. The City of Seattle anticipates having outreach efforts underway within 60 days of the date when funding becomes available.

3. **Promotional and Technical Support:** Seattle's GTEC program will continue to depend on King County Metro to maintain relationships with major employers and to provide both technical and promotional services to all customers within the GTEC. These may include the following:
    - building and employer site assessments (parking analysis, product availability)
    - site-based program planning
    - training and workshops
    - commute planning sessions
    - transit pass/transit access product sales
    - incentive program development and management

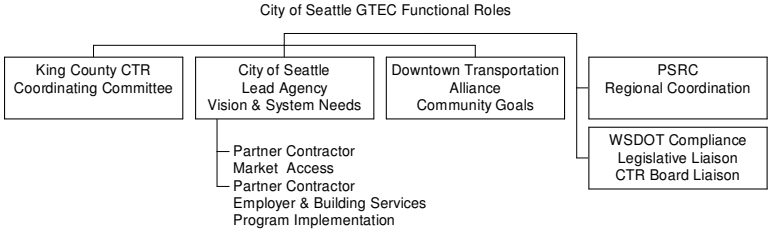
    Although the City of Seattle will rely on King County Metro for much of the technical support required for the GTEC program, it may also contract for specific expertise when warranted by a site's needs. Bicycle access and education programs and parking pricing and management strategies are examples of program areas where the City may seek additional expertise. Because many GTEC technical support functions will be delivered largely by an existing organization with trained staff, the City of Seattle anticipates that technical services will be available to the GTEC immediately upon funding availability.

4. **Program Oversight and Administration. T**he Seattle Department of Transportation (SDOT) will retain program oversight and administrative functions. As the agency ultimately responsible for GTEC program delivery SDOT will perform the following tasks:
    - develop protocols to ensure seamless delivery of services to GTEC customers
    - review program activities to ensure client contact protocols are followed
    - develop and manage contracts and agreements
    - provide regular direction on program strategy and implementation
    - ensure that SDOT's own TDM services are coordinated with the GTEC program when provided within the GTEC boundaries.
    - coordinate with other City transportation projects and programs, including the Center City Parking Program and the Urban Mobility Plan development
    - seek to coordinate TDM efforts of non-partner agencies within the GTEC should any others intend to offer services within its boundaries (e.g. other transit agencies, private entities).
    - work with the Puget Sound Regional Council to address inter-jurisdictional issues as necessary.

    Program oversight and administration activities will commence immediately upon GTEC funding availability.

5. **Coordination with Other Jurisdictions**. As part of its strategic plan for implementing the GTEC program, the jurisdiction plans to work in partnership with the Puget Sound Regional Council, local and regional transit agencies, and neighboring jurisdictions through the King County CTR Coordinating Committee.

    Following is an organization chart that reflects the various functional roles



6. **Comprehensive Plan Consistency.** The City of Seattle's Comprehensive Plan policies and goals promote,

complement and are consistent with the GTEC program goals. Section IX D.4.a (pages 51-54) displays the elements of the Comprehensive Plan and Land Use Code that support the CTR Basic Plan and GTEC Program.

G. Public Outreach

(WAC 468-63-060(2)(ix)

1. Background. In August 2006 the Washington State Rideshare Organization invited major employers throughout the state to attend all-day forums to discuss the CTR Efficiency Act and GTEC Concept. In 2006 and early 2007, City representatives met quarterly with CTR-affected employers, soliciting information about barriers to successful TDM programs and achieving targets. These appear in detail in Section II-B, Barriers to TDM, in the CTR Basic Plan, and are summarized as follows:

a. **Policy barrier—Tax Benefit for Providing Parking:** If the IRS would remove the tax benefit to employers who provide employee parking and/or provide a similar benefit to employers who subsidize public transportation, employers would have a major incentive to provide and promote the use of public transportation regularly and frequently.
b. **Facility or infrastructure barriers:** Poor pedestrian amenities and lack of sidewalks in many areas, poor pedestrian lighting, poor east-west transit connections, poor connections from local to regional transit service, too few bikeways and cycling amenities, inadequate pick up and drop off facilities for car and vanpools, free parking in some areas, need for more frequent transit service so that buses are not over-crowded during commute hours.
c. **Coordination barriers:** CTR resources and services have always focused on major employer worksites. Without resources to support the coordination of TDM efforts beyond the major employer, jurisdictions fail to reach large populations of commuters who could benefit from TDM products and services.
d. **GTEC Concept:** The City of Seattle has considered more efficient ways to meet CTR requirements and how to stretch limited funding. Because of recent and planned major investments in transportation infrastructure and the advent of new and improved transit service, the City proposes to focus TDM efforts in more densely populated employment areas that are about to benefit from major transportation investments. (See Map #12, Appendix page 18). Building upon existing and planned facilities and services would strengthen the City's efforts to reduce reliance upon the automobile, and the City could realize economies of scale if it could have a "building-based" program that would reach more commuters than its current "major employer worksite"-based program**.**
e. **Impact:** Seattle's GTEC Program would be a newly designed marketing program directed at its Downtown Urban Center in time to promote and complement the use of new transit services and facilities and increase the incentives to use them. Its impact would be increased use of public transportation, bicycles, and high occupancy vehicles for commuting that would result in the greatest reductions in traffic congestion, air pollution, and traffic delays in the state.

2. Outreach

a. **Identified stakeholders**: The City has identified managers of dense commercial properties and their tenants, CTR-affected employers, local and regional transit service agencies, adjacent jurisdictions, and providers of public goods and services.

b. **The City has provided communications** materials that Inform stakeholders about the proposed GTEC program and how it is likely to affect them. In November 2006 staff provided CTR-affected employers with copies of WSDOT's brochure, "Commute Trip Reduction Program, Implementing the CTR Efficiency Act" and discussed the implementation process at CTR Employer Networking Group meetings. In 2007 the City will engage professional public information staff to develop and distribute appropriate materials that are tailored to the project. These may include the following:

- Producing and distributing information such as the GTEC Program Summary (See Appendix page 26.)
- Placing notices in newspapers; sending notices to stakeholders
- Developing project information web pages and links and providing them to stakeholders
- Developing subscription e-mail updates
- Providing speakers

c. **The City will engage** employer groups to host meetings and workshops

d. The City of Seattle was able to review the GTEC Programs proposed by the Cities of Bellevue, Kirkland, Redmond and Tukwila. Seattle developed its own GTEC Program in consultation with the following organizations and individuals:

Agency Review

	CITY OF SEATTLE
(1)	**Department of Planning and Development**
Contacts:	Tom Hauger, Kristian Kofoed, John Shaw, Mark Troxel
Issues:	Incorporating TDM into Comprehensive Plan, Updates to the Land Use Code, TMP/SEPA Coordination
(2)	**Department of Transportation**
Contact:	Kathleen S. Anderson, Cristina Van Valkenburgh , Michael Estey, Mark Keller, Mary Catherine Snyder, Kristen Simpson
Issues:	GTEC boundaries, GTEC Funding, Organizational Structure of the GTEC Program, Construction Mitigation Funding; Parking policies and issues; Center City Projects
(3)	**Budget & Finance**
Contact:	Bill Adams, Steve Viney, Mel McDonald, Stephen Barham
Issues:	2008 SDOT Budget, 2007 Employee Head Tax and Parking Tax
(4)	**Legislative Branch**
Contact:	Seattle City Council, Transportation Committee
Issues:	Ordinance
	State Government: WSDOT
Contact	Keith Cotton, Robin Hartsell, Cathy Silns, Casey Kanzler
Issues:	Implementing 2006 CTR Efficiency Act
	RTPO: Puget Sound Regional Council
Contact:	Lindy Johnson, Robin Mayhew
Issues:	2006 Efficiency Act Implementation
	Neighboring Jurisdictions
Contact:	KC CTR Coordinating Committee (Cities of Auburn, Bellevue, Bothell, Burien, Des Moines, Federal Way, Issaquah, Kent, Kirkland, Redmond, Renton, SeaTac, Shoreline, Tukwila, and Woodinville)
Issues:	2006 Efficiency Act Implementation and Coordination
	Employers: 133 Major, CTR-affected, Employers
Contact:	CTR-affected employers located in the DUC
Issues:	How the CTR Efficiency Act and a GTEC program option will affect implementation of their programs.
	Business Groups
Contact:	The Downtown Seattle Association CTR Employer Networking Groups; Downtown Transportation Alliance
Issues:	2006 CTR Efficiency Act; GTECs and related programs; effect of GTEC and managing services to CTR-affected employers
	Transit Agencies
Contact:	Matt Hansen, David Lantry, CTR Services Staff, Market Development staff, Transit Service Planning Staff, GIS Services; Mike Bergman and Lisa Wolterink Sound Transit.
Issues:	Existing and planned local transit service; Sound Transit Support

Reviewers can examine exhibits of the City's public outreach notices and products in the Public Outreach Section of the Appendix, beginning on page 26.

Support for Seattle's GTEC Program:
Pages 32 and 33 of the Appendix display copies of letters of support for the Seattle's proposed GTEC Program from King County Metro, its local transit agency, and the Downtown Seattle Association, a partner in this effort.

H: RELATIONSHIP TO LOCAL CTR BASIC PLAN

Seattle's initial GTEC program would build upon its CTR Basic Plan to implement WAC 468-63-010(b) in order to address the gap described in Section IB and Section IIE of this document. The City would use existing and planned institutional arrangements, organizations, services, and facilities to extend trip reduction promotions and incentives to the entire population of an urban growth center.

The City would use its authority in the Land Use Code, the State Environmental Policy Act to engage managers of SEPA-affected and densely populated (high-rise) properties to coordinate CTR and TMP work. While SEPA requires some property managers to provide incentives that reduce trips at their buildings, the City has found that property managers make little or no effort to do this and are inconsistent in what they provide. The City and its partners would create and provide products, incentives and services and deliver them in a variety of formats to a building or groups of buildings whose tenants otherwise might not receive them.

Seattle's GTEC Program would take advantage of existing work-groups that are comprised of experienced, well-informed CTR-affected employers who are guided by well-trained, experienced staff who have a vested interest and a long-term commitment to achieving the City's drive-alone (SOV) targets. **(WAC-468-63-060) (WAC-468-63-060(2)(x)**

The benefit of this approach is that expenditures associated with sustaining a GTEC program in the future may be only marginal additions to the total cost of providing basic CTR services in areas where the greatest density or growth is projected. By adding to the investment it already has made in transportation infrastructure and facilities, the CTR Basic Plan for major employers and GTEC program will have the advantage of economies of scale--a more efficient way to achieve greater participation per dollar than may be possible through a CTR plan alone.

APPENDIX
City of Seattle
2008 COMMUTE TRIP REDUCTION (CTR) BASIC PLAN

Table of Contents

Exhibit #1Map #1 CTR Sites & Seattle Urban Centers

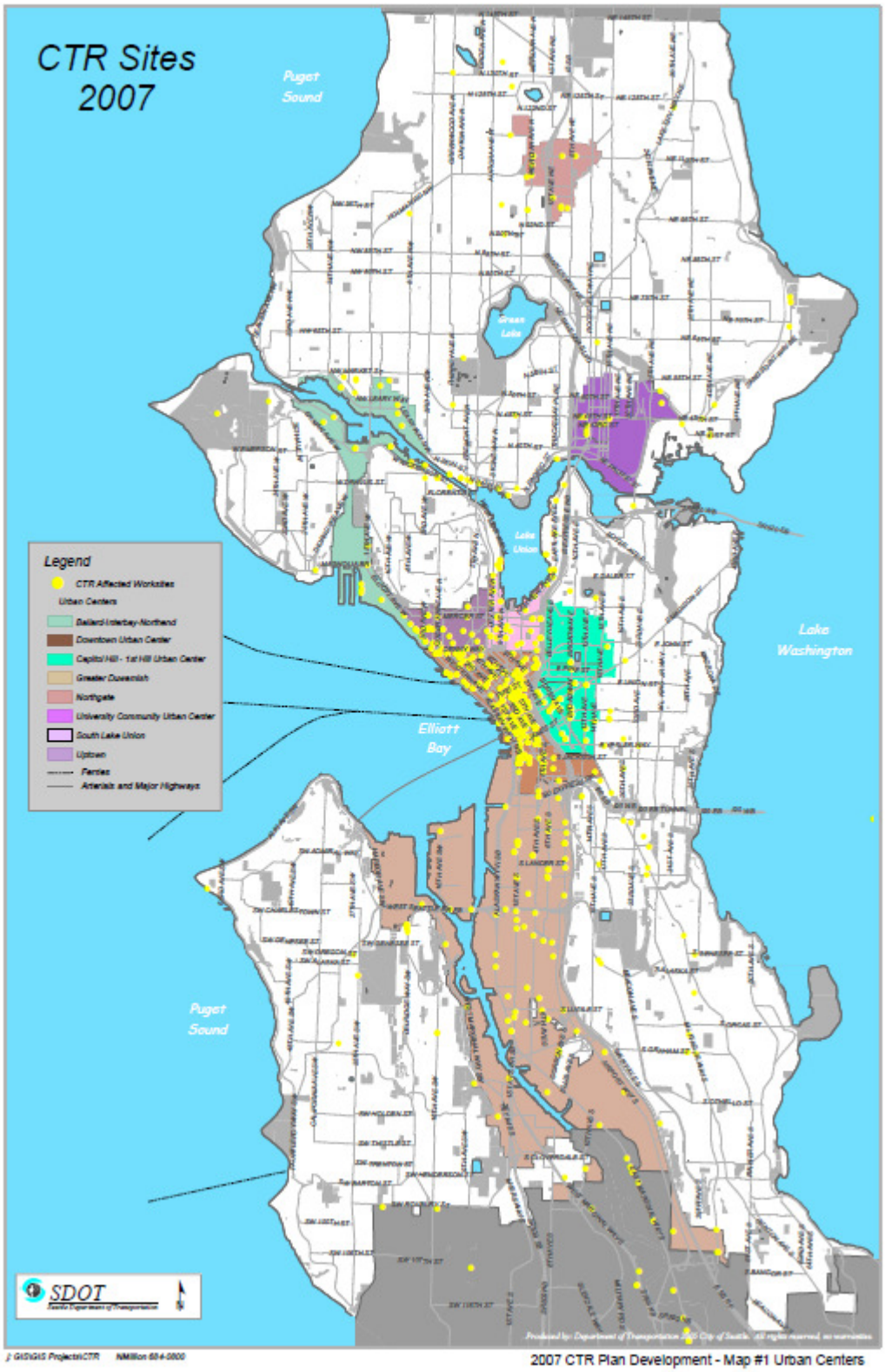


Exhibit #2
Map #2: Seattle's Current and Planned Land Use

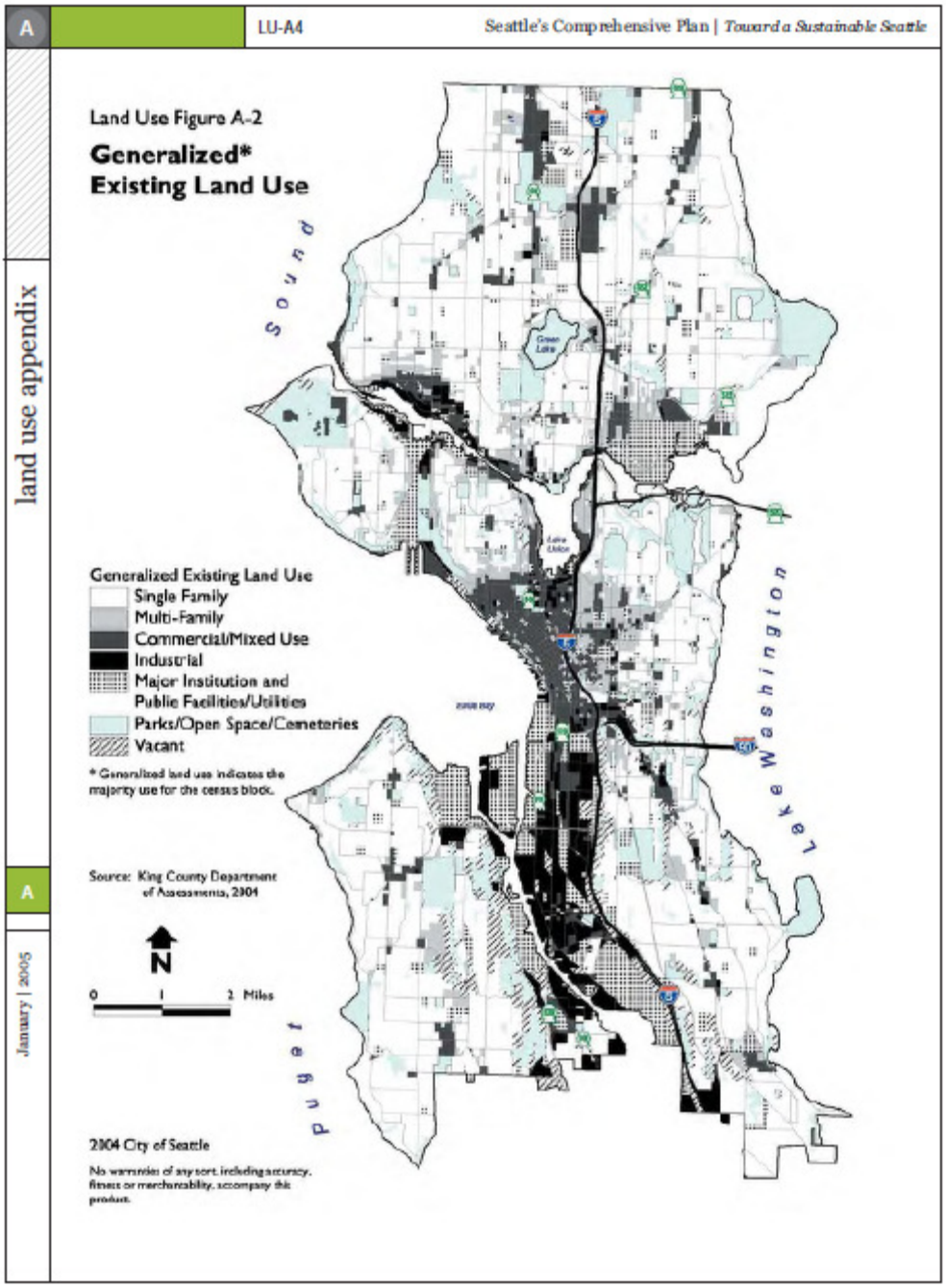


Exhibit #3
MAP #3: Seattle's Street Network and Connections to Regional Transportation Facilities with CTR-Affected Sites and TMP-Affected Buildings

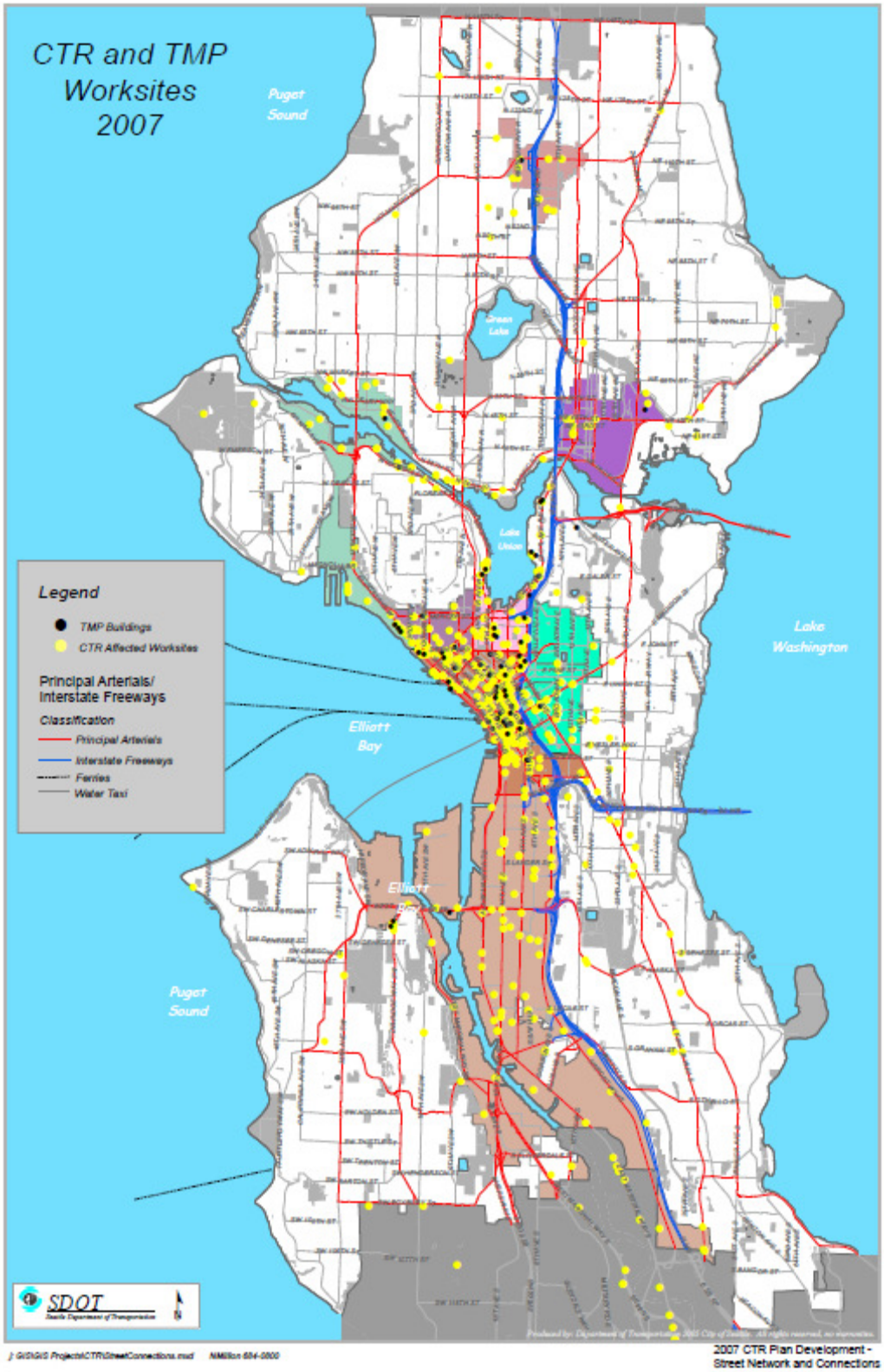


Exhibit #4, Map #4 Seattle's Bicycling Facilities with Urban Centers

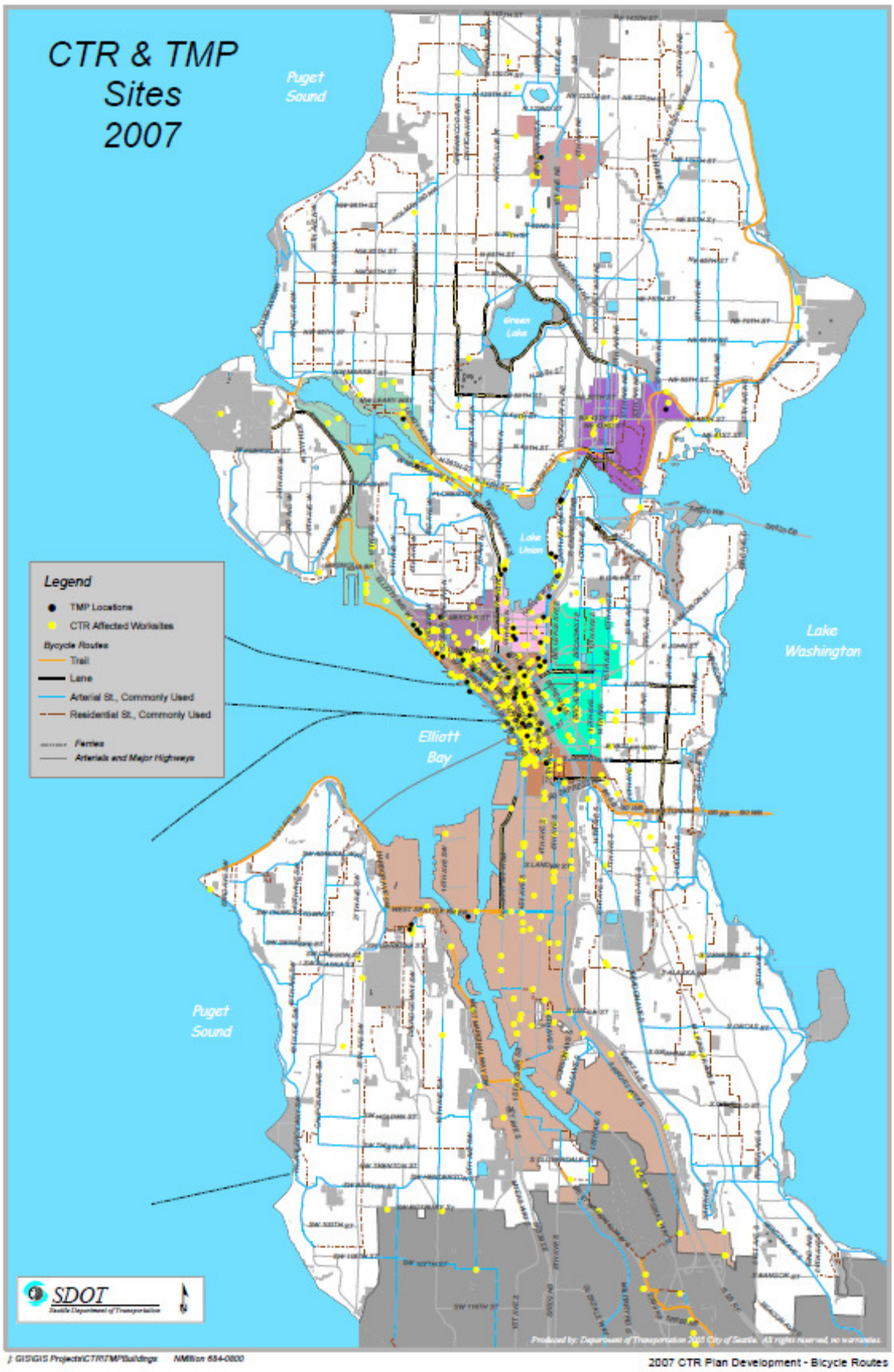

CTR & TMP
Sites
2007
Puget
Sound
Green
Lake
Lake
Union
Lake
Washington
Elliott
Bay
Puget
Sound
Legend
TMP Locations
CTR Affected Worksites
Bycycle Routes
Trail
Lane
Arterial St., Commonly Used
Residential St., Commonly Used
Ferries
Arterials and Major Highways
SDOT
Seattle Department of Transportation
Produced by: Department of Transportation 2007 City of Seattle. All rights reserved, no warranties.
j: GIS\GIS Projects\CTR\TMP\Buildings NMillon 684-0800
2007 CTR Plan Development - Bicycle Routes

Exhibit #5
Map #5 Seattle's Sidewalk System with Urban Center Designations

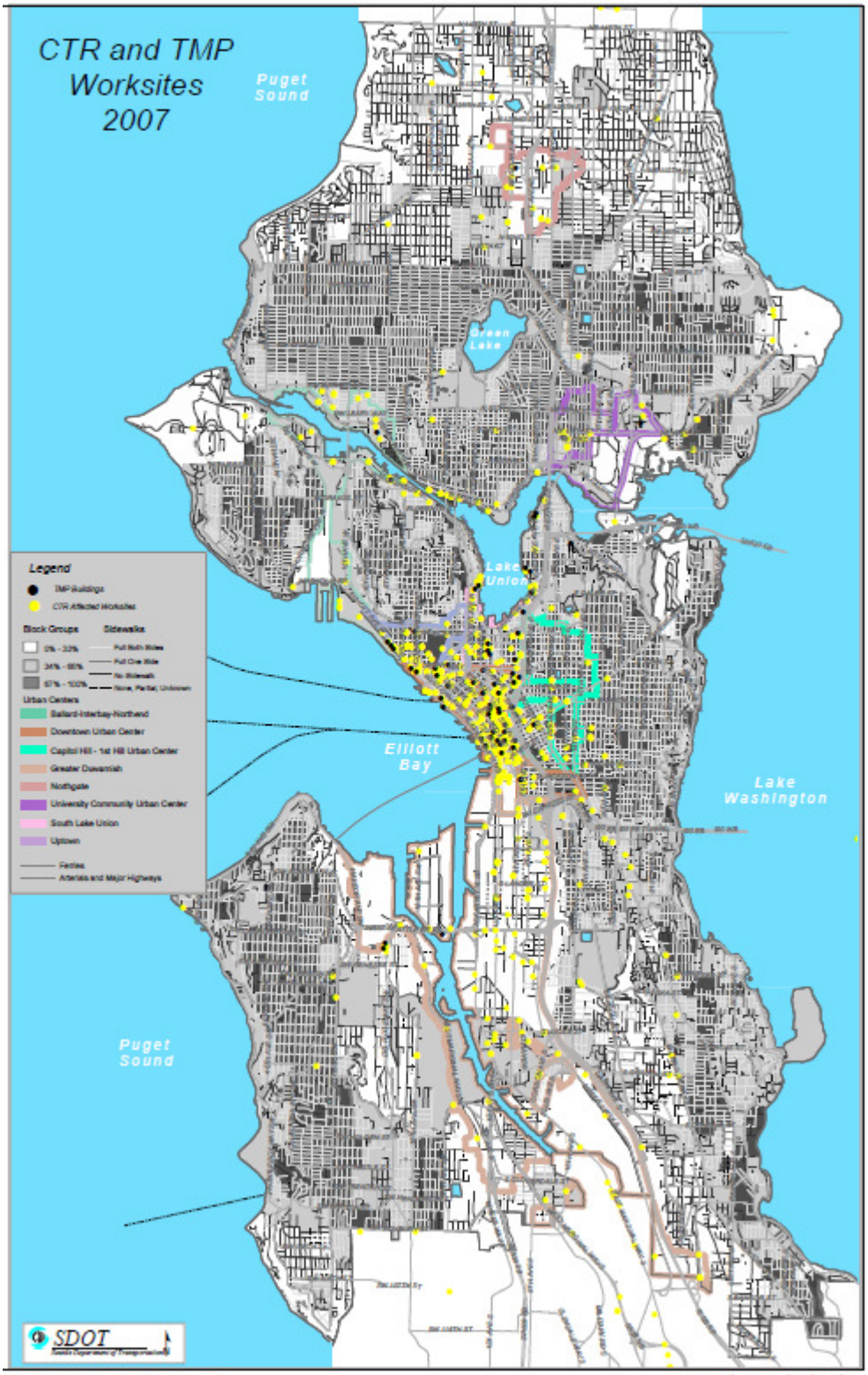


Exhibit #6a Local Transit Service Routes Transmittal Letter

King County
Department of Transportation
Metro Transit

Yesler Building, YES-TR-0650
400 Yesler Way
Seattle, WA 98104-2683

June 19, 2007

Ms. Kathleen S. Anderson,

Administrator, Commute Trip Reduction

City of Seattle
P.O. Box 34996
Seattle, WA 98124

RE: Basic Transit Data for CTR Planning

Enclosed you will find transit data compiled by King County Metro to assist your jurisdiction in preparing your Commute Trip Reduction Plan as required under the 2006 Commute Trip Reduction (CTR) legislation. This packet includes:

1) Transit Routes (map). This map indicates all Metro and Sound Transit routes and major transit facilities located within your jurisdiction. Route numbers are indicated and the map distinguishes between peak period and all day services.

2) Active CTR Sites (map). The Active CTR Sites map locates each affected CTR site within your jurisdiction, and indicates each site's transit mode share. It also shows bus stops located near each CTR site, and indicates a one-quarter mile transit access buffer along transit routes.

3) Route Frequency (map). The Route Frequency map categorizes service levels on each route *as it travels to your jurisdiction* The intent of this map is to help you gauge the utility of existing transit service in getting commuters to the affected worksites located in your jurisdiction.

4) Summary Route Information (Table). This table provides additional information about the transit routes serving your jurisdiction to help you assess opportunities and gaps for meeting your CTR needs.

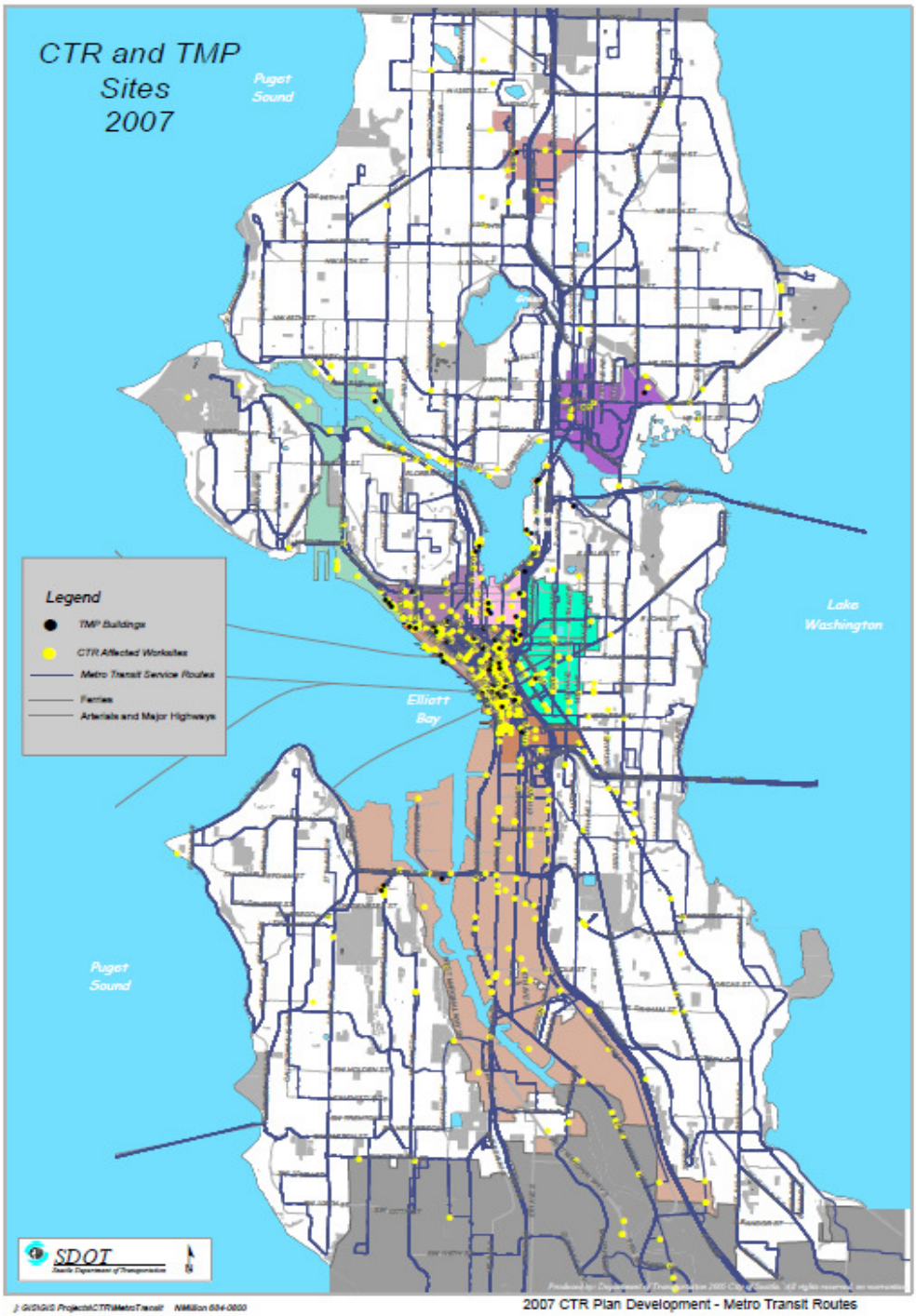
5) Planned Transit Improvements (narrative). Two items are provided that described future transit improvements. Transit Now Ordinance 15582 describes service improvements identified for funding through revenue raised by the additional sales tax approved by voters in November 2006. Also included is Section Four of the Six-Year Transit Development Plan, adopted in September 2002, which describes the overall service strategy for the King County Metro transit system.

We trust this information will be useful in preparing your CTR plans in the coming months. Please call Tim Apicella at 206-684-2171 with any questions.

Dave Lantry

Supervisor
King County Commute Trip Reduction Services

Exhibit Map #6 Map of Local Transit Service Routes



2007 CTR Plan Development - Metro Transit Routes

Exhibit #7
Seattle Transit Service Routes Provided by King County Metro

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
1	Kinnear - West Seattle Center - Seattle CBD		530-1900	630-1900	1130-1800	15	20			30	30
1 SH	Kinnear - West Seattle Center		1930-000	1930-000	600-1100; 1830-000			30	30		
2 N	West Queen Anne - West Seattle Center - Seattle CBD		500-100	600-100	600-100	30	30	30	30	30	30
2 S	Madrona Park - First Hill - Seattle CBD		500-030	615-030	600-030	15	15	30	30	15	30
2 EX	West Queen Anne - Seattle CBD		Peak			(13, 15)					
3 N	North Queen Anne - East Seattle Center - Seattle CBD	Improve weekday midday frequency to 30-minutes	645-1845	745-1845		15-20	30			30	
3 S	Madrona - Central District - Seattle CBD		545-015	615-015	600-015	15-20	30	30	30	30	30
3 S TB	Central District - Seattle CBD	Improve weekday midday frequency to 7.5-minutes. (Combined with 3S and 4S)	830-1530			**7.5-10**	**7.5**	**15**	**15**	**15**	**15**
4 N	East Queen Anne - East Queen Anne - Seattle CBD	Improve weekday midday frequency to 30-minutes	630-1900	730-1900		15-20	30			30	
4 N NT	North/East Queen Anne - East Seattle Center - Seattle CBD		530-630; 1900-100	600-715; 1900-100	600-100			30	30		30
4 S	Judkins Park - Central District - Seattle CBD		500-000	600-000	615-000	15-20	30	30	30	30	30
5 5 ALT	Shoreline CC - Greenwood - Phinney Ridge - Seattle CBD	Improve Monday-Saturday daytime and evening to 15-minutes. Delete service to Northgate; all trips serve Shoreline Community College.	445-100	545-100	545-100	15	15	15	30	15	15
5 EX	Greenwood - Phinney Ridge - Seattle CBD		Peak			(6, 6)					
7 S	Prentice Street - Rainier Beach - Columbia City - Seattle CBD		445-330	545-330	545-330	20	20	30	30	20	30
7 S TB	Rainier Beach - Columbia City - Seattle CBD	Improve Monday-Saturday evening frequency to 15-minutes (combined with 7 S)	500-2200	700-2200	1130-1800	**10**	**10**	**15**	**30**	**10**	**15**
7 EX	Prentice Street - Rainier Beach - Columbia City - Seattle CBD		Peak			(9, 10)					
7 N		Change route number to 9.									
7 N TB		Change route number to 9 TB.									
8	Central District - Capitol Hill - Seattle Center		545-1830			30	30				

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
8 TB	Capitol Hill - Seattle Center	Improve weekday midday frequency to 15-minutes.	600-2330	630-2330	830-2130	**15**	**15**	30	30	30	30
9	University District - Broadway - Seattle CBD	Existing route 9 deleted and route number assigned to former route 7 N.	500-100	600-100	615-100	20	20	30	30	20	30
9 TB	Broadway - Seattle CBD	Improve Monday-Saturday evening frequency to 15-minutes. (Combined with 9)	630-2200	730-2200	1130-1800	**10**	**10**	**15**	**30**	**10**	**15**
10	Capitol Hill - Seattle CBD	Improve weekday midday frequency to 10-minutes	500-100	600-100	615-100	10	10	30	30	15	30
11	Madison Park - capitol Hill - Seattle CBD		500-115	600-115	600-115	10-15	30	30	60	30	30
12	Interlaken Park - First Hill - Seattle CBD	Improve weekday midday frequency to 20-minutes	600-2300	600-2300	615-2300	10-20	20	30	30	30	30
12 TB	First Hill - Seattle CBD	Improve weekday midday frequency to 10-minutes. (Combined with 12)	900-1730	715-1745		**10**	**10**	**30**	**30**	**15**	**30**
13	Seattle Pacific University - Queen Anne - West Seattle Center - Seattle CBD		600-2315	615-2315	615-2315	15-20	30	30	30	30	30
14 N	Summit - Seattle CBD		515-015	615-015	630-015	15	30	30	30	30	30
14 S	Mount Baker - S. Jackson St. - Seattle CBD		530-100	600-100	600-100	15	30	30	30	30	30
15	Blue Ridge - Crown Hill - Ballard - West Seattle Center - Seattle CBD		545-130	630-130	630-130	20	20	30	30	20	30
15 EX	Blue Ridge - Crown Hill - Ballard - Seattle CBD		Peak			(8, 8)					
16	Northgate - East Green Lake - Wallingford - East Seattle Center - Seattle CBD		445-115	545-115	545-115	20	20	30	30	20	30
16 EX	NSCC - East Green Lake - Seattle CBD		Peak			(8, 6)					
17	Sunset Hill - Ballard - SPU - Westlake - Seattle CBD		515-015	630-015	630-015	10-30	30	30	30	30	30
17 EX	Sunset Hill - Ballard - Seattle CBD		Peak			(5, 5)					
18	North Beach - Loyal Heights - Ballard - West Seattle Center - Seattle CBD		530-100	630-100	700-100	20	20	30	30	20	30
18 EX	North Beach - Loyal Heights - Ballard - Seattle CBD		Peak			(7, 6)					
19	West Magnolia - Seattle CBD		Peak			(4, 6)					
20		Route deleted and replaced by routes 120 (Delridge Way) and 135 (Shorewood)									

Seattle Transit Service Routes Provided by King County Metro
(Exhibit #7 continued)

SEATTLE /NORTH KING COUNTY SUBAREA												
		Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)										
		Shaded cells indicate improvements in span and/or frequency										
			Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
Route	Routing	Description of Changes	Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
21	Arbor Heights - Roxhill - High Point - Seattle CBD		445-115	600-115	545-115	30	30	30	30	30	30
21 EX	Arbor Heights - Roxhill - High Point - Seattle CBD		Peak			(9, 9)					
22	White Center - Gatewood - West Seattle Jct. - Seattle CBD		500-1900	615-1900	630-1900	30	30			30	60
23	White Center - Highland Park - Seattle CBD	New route replacing routes 136 and 137 between White Center and Seattle CBD	530-100	600-100	600-100	30	30	30	60	30	30
24	West Magnolia - Central Magnolia - Seattle CBD		530-100	600-100	600-100	15-30	30	30	30	30	30
25	U. District - Montlake - Seattle CBD	Truncate at each end to operate between U. Way/Campus Parkway and 3rd/Pine Street.	600-1600			30	45				
26	East Green Lake - Latona - Fremont - Dexter Ave - Seattle CBD	Operate on 3rd Avenue in Downtown Seattle.	515-115	600-115	645-115	15-30	30	30	30	30	30
26 EX	East Green Lake - Latona - Seattle CBD		Peak			(6, 5)					
27	Colman Park - Leschi - Seattle CBD	Through route with route 28.	600-100	600-100	700-100	15-20	30	60	60	30	60
28	Broadview - Whittier Heights - Ballard - Fremont - Dexter Ave - Seattle CBD	Through route with route 27. Operate on 3rd Avenue in Downtown Seattle.	515-1845	600-1800			30			30	
28 TB	Whittier Heights - Ballard - Fremont - Dexter Ave - Seattle CBD	Through route with route 27. Operate on 3rd Avenue in Downtown Seattle.	Peak			30					
28 SH	Broadview - Whittier Heights - Ballard - Fremont		1900-130	1900-130	630-130			30	30		30
28 EX	Broadview - Whittier Heights - Ballard - Seattle CBD		Peak			(9, 8)					
30	Laurelhurst - U. District	Replaces route 25 service to Laurelhurst. Through route with route 67 to Northgate.	600-1830			30	30				
31	Magnolia - SPU - Fremont - Wallingford - U. District		600-1845	615-1845		30	30			30	
32	Rainier Beach - South Beacon Hill - Seattle CBD		Peak			(6, 4)					
33	Discovery Park - East Magnolia - Seattle CBD	Through route with route 39. Improve Monday-Saturday daytime frequency to 30-minutes.	530-2215	600-2200	545-2200	15-30	30	60		30	45
35	Seattle CBD - Harbor Island		Peak			(2, 2)					
36	Rainier Beach - South Beacon Hill - Beacon Hill - Seattle CBD		445-115	530-115	545-115	30	20	30	30	30	30
36 TB	Beacon Hill - Seattle CBD	Improve Monday-Saturday evening frequency to 15-minutes. (Combined with 36)	500-2100	530-2100	900-1830	10	10	15	30	15	15

SEATTLE /NORTH KING COUNTY SUBAREA											
		Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)									
		Shaded cells indicate improvements in span and/or frequency									
			Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
Route	Routing	Description of Changes	Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
37	West Seattle Jct. - Alki - Seattle CBD		Peak	1200-1600		(9, 11)				(2, 2)	
38	SODO - Beacon Hill - Rainier Valley	Extend service from Beacon Hill to SODO via S. Holgate St.	630-2130	730-2130	730-2130	30	30	30		30	30
39	Rainier Beach - Seward Park - Columbia City - Seattle CBD	Terminate at Rainier Beach (See route 126). Through route with route 33.	600-1830	600-1800		30	30			30	
39 SH	Rainier Beach - Seward Park - Columbia City - VA Hospital	Terminate at Rainier Beach (See route 126).	1900-2200		1100-1800			60			60
41	Lake City - Northgate - Seattle CBD		600-000	600-000	600-000	15	15	30	30	15	30
41 TB	Northgate - Seattle CBD		Peak			(28, 24)					
42	Rainier View - Rainier Beach - MLK Jr Way - Seattle CBD	Operate on 3rd Avenue in Downtown Seattle.	500-2345	545-2345	545-2345	30	30	30	30	30	30
42 EX	Rainier View - Rainier Beach - MLK Jr Way - Seattle CBD		Peak			(5, 5)					
43	U. District - Montlake - Capitol Hill - Seattle CBD		530-100	600-100	545-115	15	15	30	30	15	15
44	Ballard - Wallingford - U. District	Improve weekday daytime frequency to 10-minutes.	500-130	530-130	530-130	10	10	15	30	15	15
45		Delete route and reinvest hours into route 74 (Seattle Center - U. District)									
46		Delete route and reinvest hours into route 44 (Ballard - U. District)									
48 N	Loyal Heights - Greenwood - East Green Lake - U. District	Improve weekday evening frequency to 15-minutes	600-2330	630-2330	630-2330	10	15	15	30	15	30
48 N EX	Loyal Heights - Greenwood - U. District		Peak			(3, 3)					
48 S	Rainier Beach - MLK JR. Way - Central District - U. District		600-1900	630-1900		30	30			30	
48 S ALT	Columbia City - Central District - U. District		700-1830	700-1900		30	30			30	
48 S TB	Rainier Valley - Central District - U. District	Improve weekday evening frequency to 15-minutes	545-2330	645-2330	700-2330	15	15	15	30	15	30
51	West Seattle Jct. - Genesee Hill - Admiral District		545-1900	545-1830	630-1830	30	30			30	30
53	West Seattle Jct. - Alki - West Seattle Jct.		815-1615				60				
54	White Center - Fauntleroy - West Seattle Jct. - Seattle CBD		515-100	545-100	530-100	30	30	30	30	30	30

Seattle Transit Service Routes Provided by King County Metro
(Exhibit #7 continued)

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
73	Jackson Park - Maple Leaf - Cowen Park - U. District - Eastlake - Seattle CBD	Improve frequency to 30-minutes at all times when operating.	500-600; 2100-100	600-700; 2100-100	600-930; 1800-100				30		
73 EX	Jackson Park - Maple Leaf - Cowen Park - U. District - I-5 - Seattle CBD	Improve frequency to 30-minutes at all times when operating. See route 78 for peak service between Jackson Park and U. District.	900-1500; 1900-2100	700-2100	1000-1800		30	30		30	30
73 TEX	U. District - I-5 - Seattle CBD	Improve Monday-Friday daytime service to 7.5 minutes.	700-2030	700-1900		5-7.5	7.5	10		10	15
74	Sand Point - Ravenna - U. District - Fremont - Westlake - Seattle Center	Extend to Seattle Center daily until 11:30 PM.	500-2330	600-2330	600-2330	30	30	30	30	30	30
74 TB	Sand Point - Ravenna - U District		2330-030	2330-030	2330-030				30		
74 EX	Lake City - Sand Point - Ravenna - U. District - Seattle	Begin and end trips in Lake City; operate via Sand Point Way	Peak			(5, 6)					
75	Ballard - Loyal Heights - Northgate - Lake City - Sand Point - U. District		615-000	830-000	830-000	30	30	60	60	30	60
75 TB	Lake City - Sand Point - U. District	Add trips to provide longer span of 15-minute service during peak periods.	Peak			15					
76	Wedgwood - View Ridge - Roosevelt - Seattle CBD		Peak			(10, 9)					
77	Jackson Park - Maple Leaf - Seattle CBD		Peak			(9, 7)					
78	Jackson Park - Maple Leaf - Cowen Park - U. District	Convert to two-way operation and improve to 30-minute frequency.	Peak			30					
79	Lake City - Ravenna - Roosevelt - Seattle CBD		Peak			(5, 5)					
81	Seattle CBD - Ballard - Crown Hill - Seattle CBD		OWL	OWL	OWL						
82	Seattle CBD - Queen Anne - Green Lake - Greenwood - Seattle CBD		OWL	OWL	OWL						
83	Seattle CBD - U. District - Ravenna - Seattle CBD		OWL	OWL	OWL						
84	Seattle CBD - Central District - Madison Park - Seattle CBD		OWL	OWL	OWL						
85	Seattle CBD - White Center - West Seattle - Seattle CBD		OWL	OWL	OWL						
97 EX	World Trade Center - Seattle CBD		700-900; 1600-1900			10					
99	International District - Pier 70		700-1800	1015-1815	1015-1815	30	20			20	20

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
101	Fairwood - Renton - Seattle CBD		Peak			(6, 7)					
101 TB	Renton - Seattle CBD	Add two trips in each peak period.	515-2145	645-2200	815-2200	5-10	30	30		30	30
106	Renton - Skyway - Rainier Beach - Seattle CBD		500-045	545-045	645-045	15-30	30	30	60	30	30
107	Rainier Beach - West Hill - Renton		445-015	530-015	630-015	30	30	60	60	60	60
113	Shorewood - White Center - Seattle CBD		Peak			(6, 5)					
114	Renton Highlands - Newcastle - Seattle		Peak			(5, 4)					
116	Fauntleroy - Seattle CBD	Reduce PM Peak period trips to 2. Alternative trips exist on routes 54 EX and 570.	Peak			(10, 2)					
120	Burien - Ambaum - White Center - Delridge - Seattle CBD	New route serving Ambaum Way and Delridge Way between Burien and Seattle CBD.	500-030	600-030	600-030	15	15	30	30	30	30
120 TB	White Center - Delridge - Seattle CBD	Additional trips between White Center and Seattle CBD.	Peak			7.5					
124		Route deleted and partially replaced by routes 126 and 163.									
126	Rainier Beach - Allentown - McMicken Hts. - Southcenter	New route between Rainier Beach and Southcenter via Allentown and McMicken Hts.	500-2000	800-1900	1000-1900	30	60			60	60
128	Admiral District - West Seattle Jct. - SSCC - White Center - Riverton Hts. - Southcenter	Extend to Admiral District at all times. Improve weekend frequency to 30-minutes.	500-2200	700-2200	700-2000	30	30	30		30	30
128 TB	Admiral District - West Seattle Jct. - White Center	Provide 30-minute Sunday evening service between Admiral District and White Center			2000-2200						
128 SH	Admiral District - West Seattle Jct.	Replace route 55 SH between Admiral District and West Seattle Jct.	2200-100	2200-100	2200-100				30		
130	Highline CC - Des Moines - Burien - Park Lake - South Park - Seattle CBD		1515-030	615-030	600-030			60	60	60	60
130 TB	Burien - Park Lake - South Park - Seattle CBD		545-1730			30	60				
132	Highline CC - Des Moines - Burien - Riverton Hts. - South Park - Seattle CBD		500-600; 1500-115	645-115	630-115			60	60	60	60
132 TB	Burien - Riverton Heights - South Park - Seattle CBD	Improve weekday midday and early evening (combined with 132) frequency to 30-	500-2030			30	30	30			

Seattle Transit Service Routes Provided by King County Metro
(Exhibit #7 continued)

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
301 EX	Shoreline – Seattle CBD	Delete Richmond Beach loop.									
302	Aurora Village - Shoreline CC - Four Freedoms - NSCC - Seattle CBD	Expand span to 10:30 PM everyday. Improve to 30-minute frequency at all times.	500-2230	630-2230	630-2230	30	30	30		30	30
304	Richmond Beach - NE 145th St - Seattle CBD		Peak			(5, 5)					
306	Kenmore - Lake Forest Park - Lake City - Seattle CBD		Peak			(5, 6)					
307		Delete route and replace with routes 41 and ST 522.									
308		Delete route and replace with revised route 315.									
312	Woodinville - Bothell - Kenmore - Lake Forest Park - Lake City - Seattle CBD		Peak			(13, 16)					
312 TEX	Kenmore - Lake Forest Park - Lake City - Seattle CBD		Peak			(6, 4)					
314	Lake Forest Park - Shoreline - Shoreline CC		Peak			40					
315	Lake Forest Park - Ballinger Terrace - North City - Northgate	Route to Lake Forest Park. Expand span to 10:30 PM everyday. Improve to 30-min freq. at all times.	500-2230	630-2230	630-2230	30	30	30		30	30
317	Aurora Village - Meridian Ave N - Haller Lake - Northgate	Improve to 30-minute frequency Mon-Sat evenings and Sunday.	500-2330	630-2330	630-2330	30	30	30	60	30	30
341	Aurora Village - Ballinger Terrace - Lake Forest Park - Finn Hill - Totem Lake	Operate to Totem Lake instead of Bothell. Reduce Sunday span to 9 AM to 6 PM.	600-2100	700-2100	900-1800	30	60	60		60	60
342	Shoreline P&R - Ballinger Terrace - Kenmore - Bothell - Bellevue – Renton		Peak			(6, 6)					
355	Shoreline CC - Greenwood - Seattle CBD		Peak			(10, 10)					
358	Aurora Village - Aurora Ave North - Seattle CBD	Improve to 15-min frequency Mon-Sat until 9 PM and Sunday daytimes.	500-100	600-100	600-100	5-15	15	15-30	30	15	15
370	Aurora Village – Shoreline – U. District		Peak			(4, 5)					
372	Woodinville - North Creek - Bothell - Kenmore - Lake Forest Park - Lake City - U. District	Improve to all-day weekday service in both directions.	530-2100			30	30	60			

SEATTLE /NORTH KING COUNTY SUBAREA

Bold face type indicates combined frequency with other routes/variants. (Span will show for this variant only)

Shaded cells indicate improvements in span and/or frequency

Route	Routing	Description of Changes	Span of Service			Frequencies in minutes or number of trips (a.m., p.m.), Weekday				Sat	Sun
			Week	Sat	Sun	Peak	Mid	Eve	Night	Day	Day
372 TB	Kenmore - Lake Forest Park - Lake City - U. District		Peak			(3, 4)					
570	Seattle CBD - West Seattle - Fauntleroy - White Center - Burien - Sea-Tac Airport	Add evening and weekend service.	400-2200	700-2200	700-2200	30	30	60		60	60
522	Woodinville - Bothell - Kenmore - Lake Forest Park - Lake City - Downtown Seattle		500-100	600-100	600-100	30	30	30	60	30	30
555	Issaquah P&R - Eastgate P&R - Bellevue - Montlake – Northgate		Peak			30					
570	Seattle CBD - West Seattle - Fauntleroy - White Center - Burien - Sea-Tac Airport	Add evening and weekend service.	400-2200	700-2200	700-2200	30	30	60		60	60
943	Shoreline P&R - I-5/65th P&R - First Hill		Peak			(5, 5)					

Exhibit #8
Map # 7: COMMUNITY TRANSIT SERVICE
SNOHOMISH COUNTY—>SEATTLE DOWNTOWN URBAN CENTER

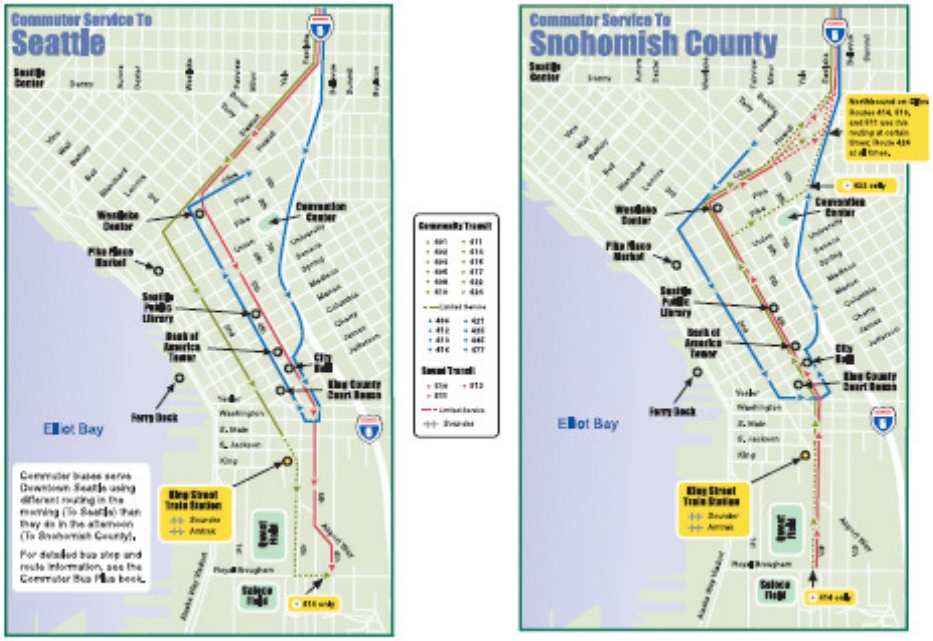
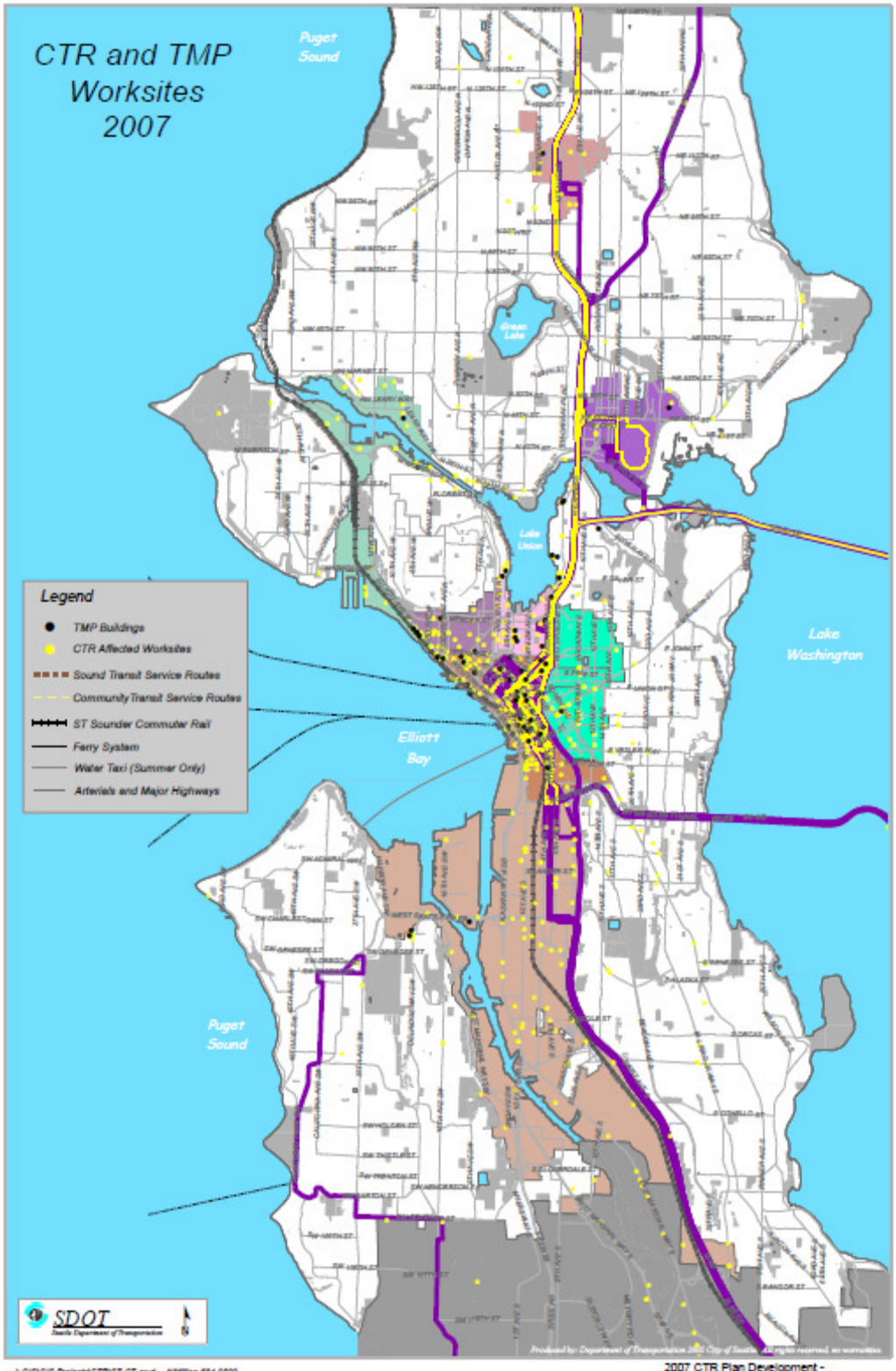


Exhibit #9
MAP #8 Community Transit and Sound Transit Service



2007 CTR Plan Development -
ST/Community Transit Bus Routes/Sounder

Exhibit #10
Map #9 Percentages of Workers Commuting by Bicycle (US Census 2000)

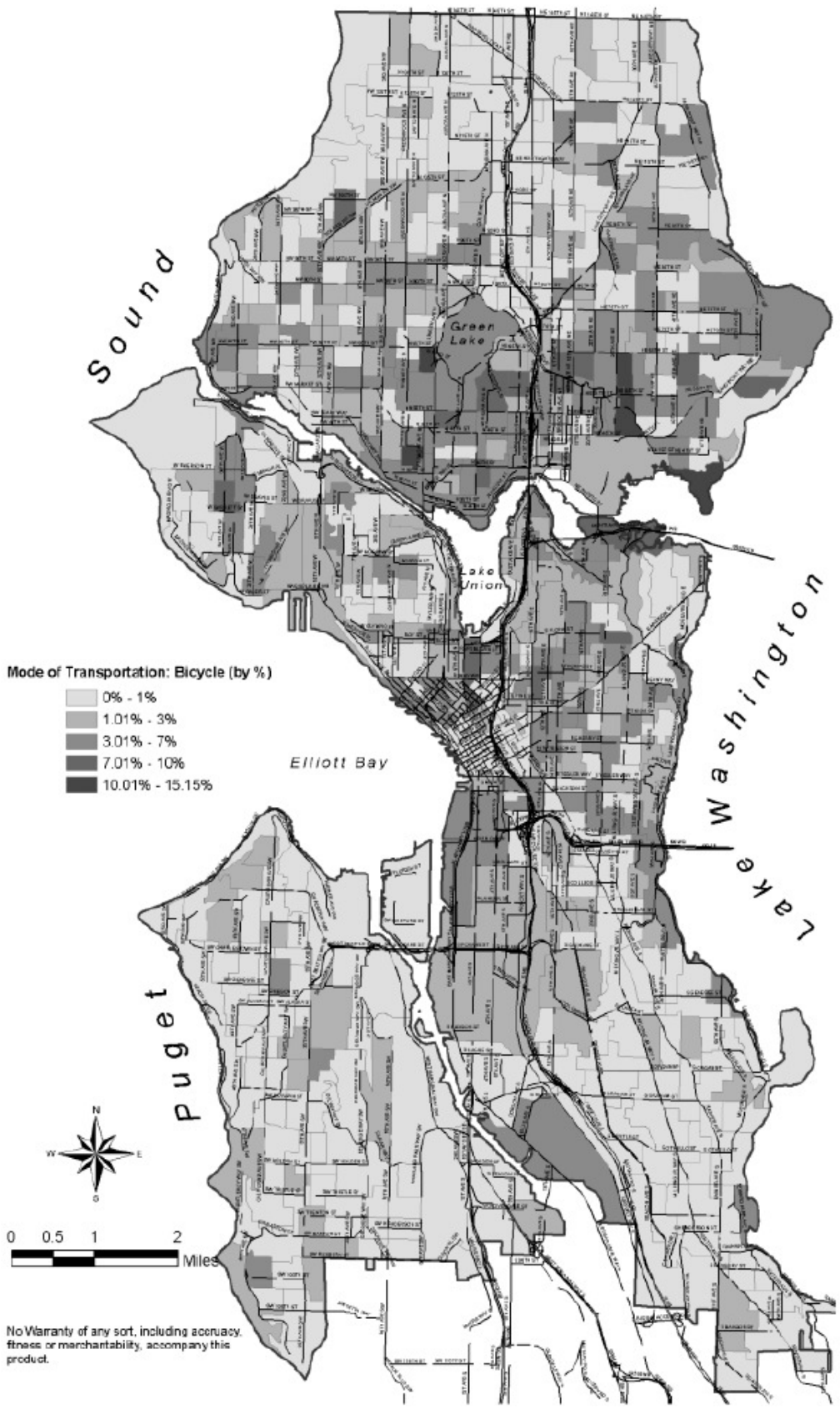

Sound
Green Lake
Lake Union
Lake Washington
Elliott Bay
Puget
Mode of Transportation: Bicycle (by %)
0% - 1%
1.01% - 3%
3.01% - 7%
7.01% - 10%
10.01% - 15.15%
N
W
E
S
0 0.5 1 2
Miles
No Warranty of any sort, including accuracy, fitness or merchantability, accompany this product.

Exhibit #11
Map #10 Percentages of Workers Commuting by Foot (U.S. Census 2000)

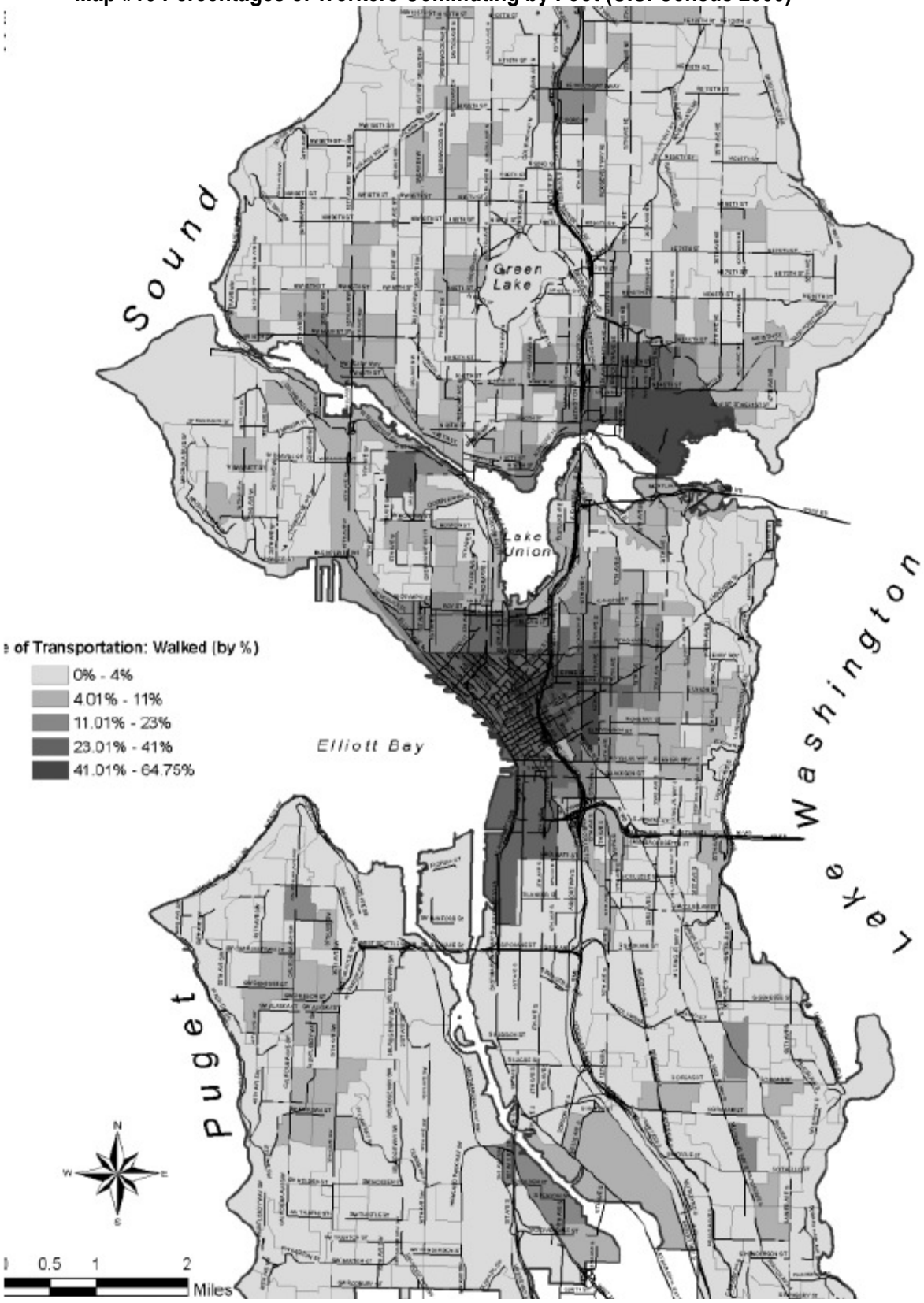
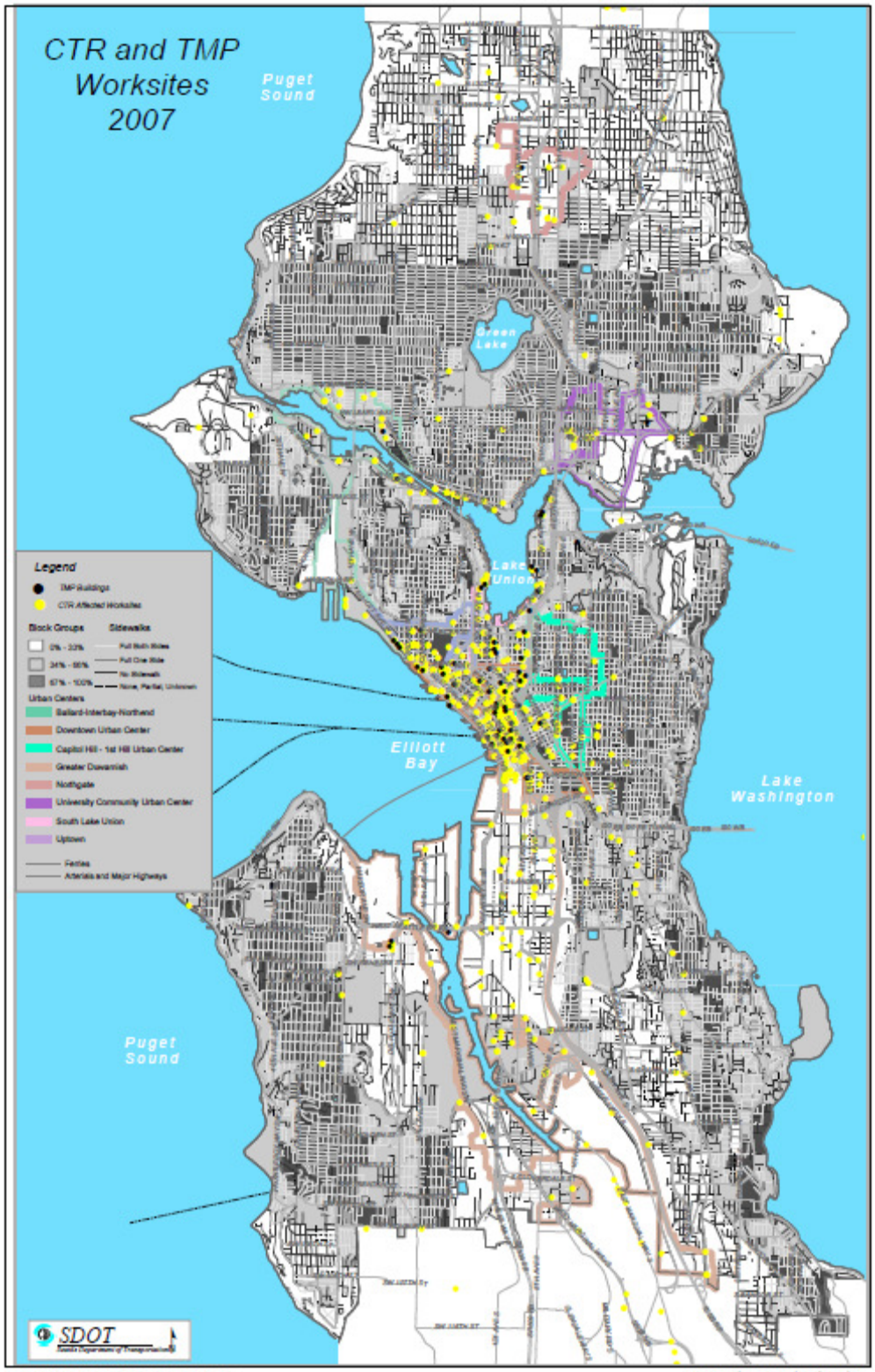


Exhibit #12
Map #11 Sidewalk Inventory



J:GIS\GIS Projects\CTR\Sidewalks

Percentage of Streets with
Full Sidewalks on Both Sides

Exhibit #13
Map #12, Seattle's Future Transit Network

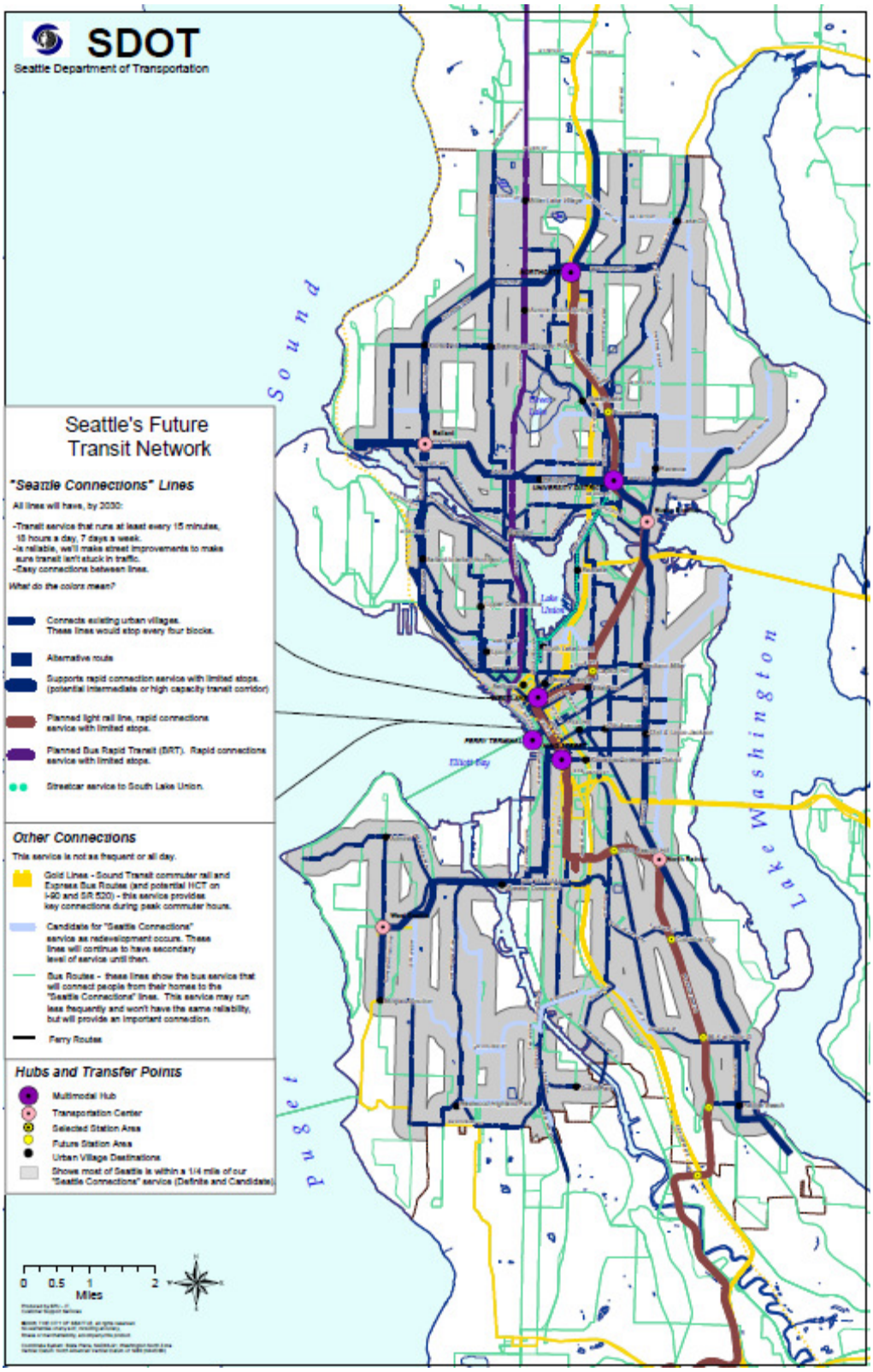
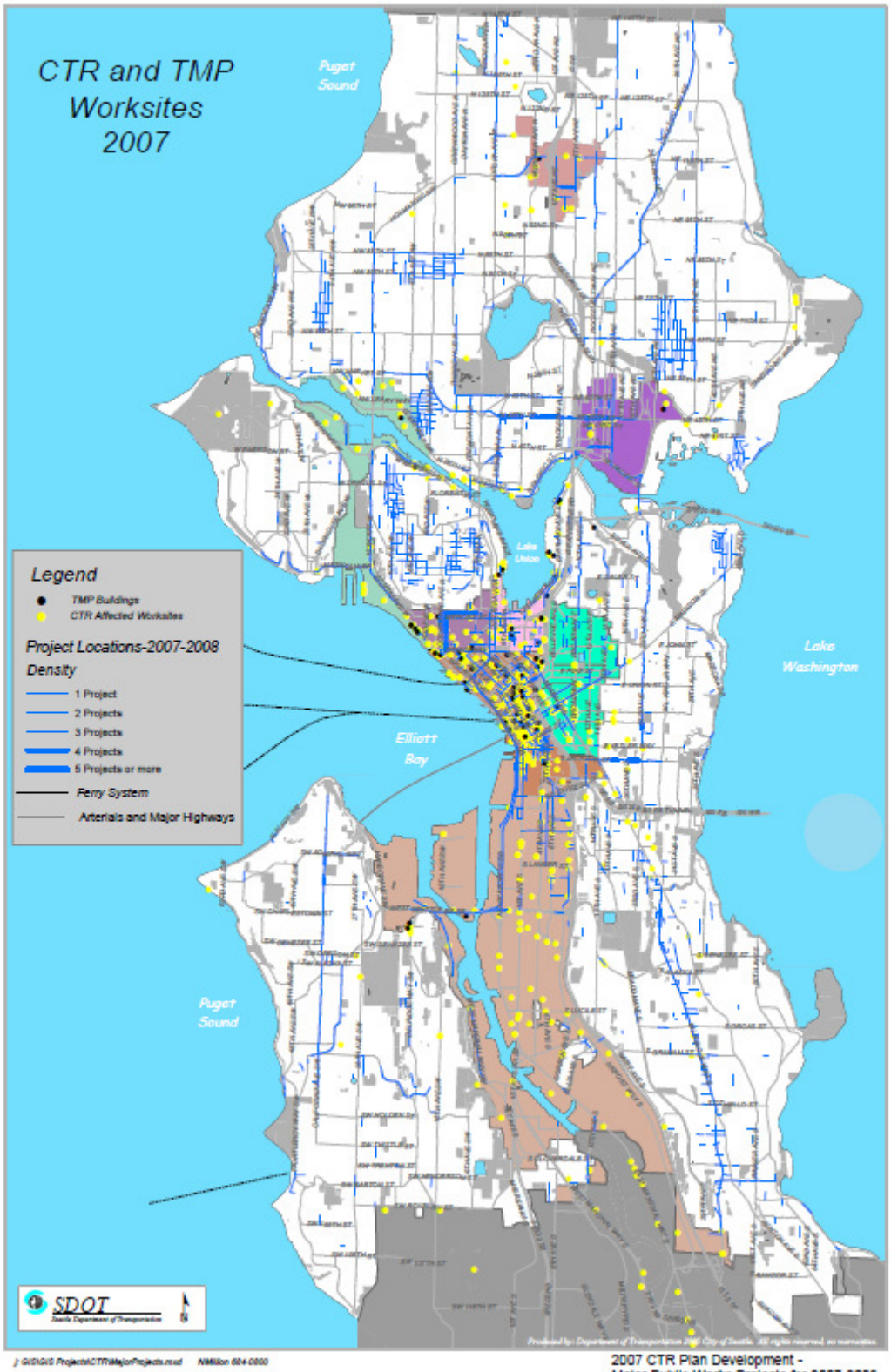


Exhibit #14
Map #13 2007-08 Major Public Works Projects



2007 CTR Plan Development -
Major Public Works Projects for 2007-2008

Exhibit #15
TRANSPORTATION MANAGEMENT PROGRAMS (TMPs)

In order to meet the environmental and transportation goals of the City of Seattle as outlined in its Comprehensive Plan and related documents, Seattle Municipal Code Chapter 25.05 authorizes the Department of Planning & Development (DPD) to grant, condition or deny permit applications for construction and use of public or private proposals that are subject to environmental review. When in the course of environmental review the City finds adverse traffic or parking impacts associated with either a single development or the cumulative effects of multiple projects, the City may subject a project's proponent(s) to mitigation measures by requiring the development and maintenance of a transportation management program (TMP). (*See* SMC Section 25.05.675: (B) Construction Impacts, (M) Parking, (R) Traffic and Transportation, and Section 25.05.670, Cumulative Effects Policy.). Map #3**, Exhibit #3 on page 5,** displays the TMP-affected buildings in Seattle as small black dots.

TRANSPORTATION MANAGEMENT PROGRAM

Project Name:_____
_____

Project Address_____
_____

Master Use Permit File No.
_____

[This program is not considered final and acceptable to the City until signed by all parties and recorded with King County Division of Records and Elections.]

Part I
GOALS

The goals for this project shall be to achieve a ____ percent (____%) maximum single-occupant vehicle (SOV) commute trip rate within two years after the site's initial survey, and to achieve a ____ percent (____%) maximum SOV commute trip rate within four years to be maintained for the life of the project.

Part II

TRANSPORTATION MANAGEMENT PROGRAM ELEMENTS

Transportation Management Program Elements. Before the City issues a Master Use Permit or Certificate of Occupancy for this project, the applicant agrees to develop and implement an approved Transportation Management Plan (TMP) that includes the following elements unless specifically waived or designated as not applicable.

1. Building Transportation Coordinator (BTC). Before receiving a Certificate of Occupancy the applicant shall have appointed a building transportation coordinator (BTC), a permanent staff position assigned to administer the requirements of this agreement.

2. Promotion and Information. In order to ensure that employees and tenants understand TMP requirements, the applicant shall:

a. Produce a commuter information packet (CIP), a commuter benefits brochure that contains complete information about the applicant's TMP, including transportation benefits, transportation options, HOV programs and discounts, bicycling amenities, transportation subsidies, and other elements of the TMP.
b. Distribute the CIP to tenants, employees, students, other building workers and occupants and at promotional events, make copies of the CIP available in the building's Commuter Information Center.
c. Redistribute the CIP and any updates to the program to tenants, employees, students, other building workers and occupants at least once each year.
d. Update the CIP brochure and its contents as needed.
3. Commuter Information Center (CIC
4. Tenant Participation. The applicant shall require tenants to work with the office of the BTC for trip reduction activities and to provide information to tenants' employees.
5. Ride-match Opportunities. The applicant shall coordinate ridesharing programs among building tenants and their employees, provide ride-match services within the building or engage other ride-match facilitators to provide this service.
6. Site Improvements. The applicant shall make the following site and access improvements required by the City pursuant to the Land Use Code, Traffic Code, trip reduction laws, and similar regulations intended to mitigate traffic and environmental impacts.
a. Adequate Maneuvering Space for HOVs. Height clearance and turning radii for vanpool vehicles and similar HOVs shall be sufficient to accommodate their use.
b. Shower and Locker Facilities. The applicant shall provide shower and locker facilities in a location approved by the City.
c. Pedestrian and Bicycle Pathways. The applicant shall provide marked and paved pedestrian and bicycle pathways that link to adjacent walkways and bikeways, lanes or trails located in the public right-of-way.
7. Site Inspections.
8. Trip Reduction Networking Groups.
9. Parking Management Elements.
a. Parking Fees: Fees for parking shall be at market rates but structured so that short-term parking (e.g., parking for customers, visitors, or patients) costs less per hour than long-term parking (e.g., parking for full-time employees). To accommodate this objective:
(i) There shall be no discounted or favorable pricing for long-term parking (e.g., no "early bird specials"), except for introductory rates for newly-formed carpools, registered vanpools and free parking for bicycles.
(ii) The monthly parking rates shall be comparable to the monthly market rate for parking in comparably sized and located private facilities in the immediate vicinity, or shall conform to the requirements in the DPD Director's analysis and decision for the site.
(iii) The rate structure shall be established so that it is more advantageous to short-term parking; that is, it will cost less per hour than long-term SOV parking, even when such long-term parking is paid for on a monthly or annual basis.
(iv) Registered vanpools may park free of charge.
b. "Unbundling" Parking in Building Space Leases: The applicant shall not "bundle" the price of parking spaces into the price of building space but shall set the price for parking spaces at market value and sell them separately from the sale of building space.
c. Parking Operations: Preferential parking locations for HOV and short-term parking.
d. Bicycle Parking. Provide free, covered, secure parking for bicycles..
10. Promote and Encourage Alternative Work Schedules.
11. Car-sharing vehicle or program.
12. Promote and Encourage Telecommuting.
13. Guaranteed Ride Home Program.
14. On-site Transit Pass Sales.
17. Annual Reporting.

Exhibit #16
Street Design Standards

Seattle is very progressive in its design standards. While the City's standards currently meet or exceed State requirements, the City may modify these standards and policies in the future within the context of its Complete Streets Initiative. This will make Seattle streets even more accessible for all users and increase the transportation choices available. The Bicycle and Pedestrian Master Plans outline in detail the changes that Seattle will incorporate into the standards for work performed in the public right-of-way.

Travel Lanes

Seattle streets are classified as arterials or non-arterials (neighborhood streets). The non-arterials are generally lower volume roadways with pavement widths varying between 20' and 40'. Centerline striping is not provided on non-arterials and bicycles most commonly share the travel way with motor vehicles.

Design Criteria: ROWIM3: Through traffic lane – 11 feet
Curb lane – 12 feet
Bus only lane – 12 feet
Wide outside lane (vehicle/bicycle) – 14 feet
Wash DOT: 11 feet min; varies based upon speed and road classification
AASHTO: 10 feet minimum; 11-12 feet preferred in urban areas4

Design Considerations: AASHTO provides flexibility in the establishment of lane width by discussing the merits of reduced lane width for interrupted-flow operating conditions and constrained conditions. AASHTO also states that "local practice and experience regarding lane widths should also be evaluated.5" The consideration of narrow travel lanes should also take into account truck and bus volumes.

Bicycle Lanes

Design Criteria:
Curb or adjacent to parking:
ROWIM – 5 feet, min.
WSDOT – 5 feet, min.
AASHTO – 5 feet, min.
No curb or parking:
ROWIM – 4 feet, min.
WSDOT – 4 feet, min.
AASHTO – 4 feet, min.

Design Considerations: The minimum width for a bicycle lane adjacent to parking lane is 5'. A bicycle lane adjacent to the edge of the road without a curb may be 4' in width. Bicycle lane stripes are recommended to be 6-inch-wide solid white line. In locations with on-street parking, two stripes should be used to define a bicycle lane: one stripe on the travel-lane side, and one stripe on the parking-lane side of the bicycle lane. These stripes should be dashed in areas where motorists can be expected to merge across the bicycle lane. The design of bicycle lanes wider than 6' should be carefully considered as they can appear to be vehicular travel lanes to motorists. A buffered bicycle lane can encourage bicyclists to ride away from the opening doors of parked vehicles by adding pavement markings to the bike lane. This treatment could be particularly useful to delineate the dooring area where:

- Bicycle lanes are adjacent to 7- or 8-foot parking
- Bicycle lanes adjacent to high turnover parking
- Locations of "dooring" complaints

Buffered bicycle lanes also may be considered on steep roadways where higher bicycle speeds can be expected and where more severe dooring crashes can be expected. Buffered bicycle lanes may be accompanied by signs reminding drivers to look for bikes when opening their doors.

Shared Travel Lanes

Shared travel lanes are distinctive from travel lanes because they include shared lane markings (SLM) within the travel lane. Shared lane markings are typically applied in constrained locations where bicycle lanes are not feasible.

Design Criteria:

Shared travel lanes follow the same design criteria as travel lanes. A shared travel lane shall be marked by a shared lane marking (from the ROWIM, figure 4-18). If adjacent parking is present, the marking shall be located 12' from the curb for a 10'to 12' travel lane, and 11' from the curb for a travel lane 13' or greater. In locations where the travel lane is adjacent to curb or roadway edge, the center of the marking is placed 4' from the curb or edge.

Design Considerations:

It is desirable to have a shared travel lane be a wide outside lane of 12' to 14'. Shared travel lanes should be considered for the following situations:

- On constrained roadways that are too narrow to stripe bicycle lanes
- To delineate space within a wide outside lane where bicyclist can be expected to ride
- On multi-lane roadways where bicyclists can be expected to travel within the outside lane and motorists should be prepared to change lanes to pass bicyclists
- On roadways where it is important to increase motorist awareness of bicyclists
- On roadways where bicyclists frequently ride the wrong way
- On roadways where bicyclists tend to ride too close to parked cars

Center Turn Lanes

Center turn lanes can be utilized to remove turning vehicles from the through travel lanes. This can improve roadway capacity and potentially allow for fewer through travel lanes.

Design Criteria: AASHTO –10-16 feet7

Design Considerations*:* The width of the center turn lane should be based upon traffic volume. Careful consideration should also be given to the determination of whether a continuous center turn lane is more advantageous than a dedicated left turn lane. For roadways with lower volume turning movements it may be more beneficial to provide medians or crossing islands and dedicated left turn pockets. AASHTO recommends the use of an 11' width for continuous two-way left turn lanes.

Dedicated Turn Lanes

Similar to center turn lanes, dedicated turn lanes can be utilized to remove turning vehicles from the through travel lanes to improve roadway capacity and potentially allow for fewer through travel lanes.

Design Criteria:

ROWIM: 12 feet
Wash DOT: 11 feet min; varies based upon speed and road classification
AASHTO – 9 feet min. (arterial design speed less than 40 mph)

Design Considerations*:* The width of the turn lane should be based upon traffic volume and speed. Careful consideration should also be given to the determination of the length of the turn lane as it is often necessary to drop bicycle lanes or narrow travel lanes to install a dedicated turn lane. Bicycle lanes should be dropped up to 100' prior to dedicated turn lanes or if bicycle lanes are present, they shall be located to the left of right turn lanes and to the right of left turn lanes.

Parking Areas

Design Criteria:

ROWIM: 8 feet9 minimum
10 feet on a bus route
WSDOT: 8 feet
AASHTO: 7 feet minimum (non-arterial streets primarily accommodating passenger vehicles)
8 feet minimum (arterial)
10-12 feet10 (for use as possible through lane)

Design Considerations: The use of 7' parking adjacent to bicycle lanes or wide outside lanes in lieu of the 8' minimum may be an option where space is constrained. The addition of a bicycle lane or a wider outside lane alleviates the primary AASHTO concern of sideswiping. Research11 has

found that parked vehicles can be held closer to the curb or edge of the roadway with the use of a 7' striped parking line. If bus bulbs are installed in the parking area for in-lane bus stops on express routes, they would be infrequent. Bicycle lanes can still be provided on these streets, but would be discontinuous at the express bus stop. Appropriate warning signage and markings would be provided for bicyclists and motor vehicle operators at these locations. Some streets in Seattle have a soft surface area located adjacent to the roadway that allows parking. Soft surface areas where parking is allowed that are narrower than 7' should be widened or parking should be restricted to improve safety along a roadway. If parking is allowed, an edgeline should be installed to encourage motorists to park off from the roadway. The roadway edgeline stripe is recommended to be 4-inch-wide solid white line. The designer should consider the following options in locations where parked vehicles continue to encroach on the travel way:

- increase the edgeline (parking line) width to 6-inches
- provide parking regulation signs notifying drivers to park off the traveled way
- reconstruct the shoulder with curb and gutter to define parking area

Shoulders

Soft surface shoulders are located adjacent to a number of roadways in Seattle. Soft shoulder areas provide an opportunity for improvements to the roadway cross section, but can create sub-optimal conditions for bicyclists in certain situations.

***Design Criteria**:*

ROWIM: 5 feet (non arterial12)
WSDOT: 8 feet (parking allowed)
AASHTO: varies

***Design Considerations**:* Shoulders that have a poorly-maintained pavement edge are not desirable for bicyclists operating close to the edge of the roadway (a common practice for bicyclists riding on roadways with narrow travel lanes). Elimination or reduction of the shoulder may be considered under the following circumstances:

- To provide space for an enhanced bicycle facility (wider travel lane or bicycle lane)
- In locations where there is excess parking capacity
- In locations where the shoulder is greater than 7' in width

If a shoulder is designated as a bicycle lane, it must be at least 4' wide.

Factors to be considered when Selecting Bicycle Facilities

Many of the factors previously mentioned (e.g., capacity, traffic volume and speed, on-street parking turnover, heavy truck volumes, etc.) are taken into consideration when determining an optimal cross section for a retrofit project. The relationship between these factors and cross section elements is a key step in the analysis process to determine an optimal cross section. Capacity, speed, volume, heavy vehicles, grades, and parking directly relate to the need for, and dimension of cross section elements. These factors are further discussed below to provide guidance to the designer to achieve increased modal balance within the constrained cross section, and provide the best possible bicycle facility.

Roadway Capacity

Roadway capacity is considered when examining the number and type of vehicular travel lanes. If a reduction in the number of travel lanes is desired, a traffic analysis should be performed to determine if that option is feasible.

Traffic Volume and Speed

Roadways with higher vehicular speed and volumes are less comfortable for cyclists, and are therefore in more need of dedicated bicycle facilities. Excess capacity can also result in higher traffic speeds. Some roads may benefit from the fewer travel lanes or conversion of travel lanes to turning lanes. Reducing traffic volume and/or speed can also allow for the installation of narrower travel lanes and turn lanes.

Heavy Vehicles

Heavy vehicles (trucks and buses) may require additional operating space on roadways. Additionally, frequent passing of bicyclists by heavy vehicles in a narrow cross section may create conflicts. The AASHTO Guide cites "if substantial truck traffic is anticipated, additional lane width may be desirable."13 The use of travel lanes below 11' is not recommended on streets with a high

percentage of heavy vehicles. This guidance recommends a threshold of 10% of the ADT or greater.

Road Grade

Road grade has the largest affect on bicyclist operating speed. On steep ascents, bicyclists may be slowed to the speeds of pedestrians. On steep descents, bicyclists may exceed motor vehicle speeds. On constrained rights-of-way the designer can accommodate a bicyclist in a narrower cross section by utilizing a climbing bicycle lane in the uphill side of the road. On downhill sections that bicyclist can be directed to share the lane with motorist. This can reduce the total width required for the roadway cross section. Careful consideration should be given to placing bicycle lanes adjacent to parking on portions of roadways with steep descents (See Bicycle Lane discussion).

On-Street Parking Demand

Providing ample on-street parking is often considered an important need by the general public, and efforts to reduce or eliminate it can be met with strong opposition. However, the reduction or elimination of parking should be considered in areas where bicyclists are constrained to riding too close to parked vehicles or where enhanced bicycle facilities are desirable. In locations where there is excess parking capacity, consideration should be given to the following options:

- consolidate parking to one side of road
- remove parking completely where there is no demand or sufficient off street capacity
- remove parking temporarily where there is a need for additional throughput capacity (i.e. – peak hour bike lane, bus lane, and/or travel lane)

On-Street Parking Turnover

High parking turnover can affect the safety of all roadway users. The bicyclist is typically the most vulnerable roadway user because they often ride adjacent to parked vehicles. When riding within the area of an opening door, the bicyclists is in danger of being struck and injured. Existing law14 requires a motorist to not open a door into moving traffic; nonetheless, the designer should consider this potential hazard in the design process. To reduce the impact of dooring the designer may consider reducing or eliminating parking, providing a buffered bicycle lane or adding dooring warning signs (See Bicycle Lane discussion).

Bicycle Facility Continuity Considerations at Intersections

Continuity of bicycle facilities at intersections takes into consideration the cross section elements and design factors mentioned above. Intersection treatments may vary depending on the approaching cross section. Conversely, bicycle treatments at closely spaced intersections may determine the cross section between nodes. Under ideal circumstances a standard bicycle lane would be accommodated at the approach to an intersection. However, with the frequent need for dedicated turn lanes at intersections, the roadway cross section can become constrained. The following designs offer options for accommodating bicycles in these constrained locations.

Pocket Lane

Pocket lanes are used when there isn't sufficient space to install a bicycle lane at the approach to an intersection.

Pocket lanes provide for a continuous bicycle facility through an intersection. They can encourage motorists to drive more slowly, and maintain a consistent traveling path. The striped pocket lane encourages through-moving bicyclists to stay to the left of right turning vehicles, and the lane enables bicyclists to bypass stopped vehicles. Pocket lanes should be a minimum of 3' in width and should not be marked as bicycle lanes (e.g., should not include the bicycle symbol pavement marking). Pocket lanes are not recommended on roadways with high speeds or high heavy vehicle volumes (10% of ADT or greater). This policy is considered experimental and it is recommended that Seattle conduct additional experimental studies before widespread implementation.

Exhibit #17
Public Outreach Exhibits 17-A—17E

A. **Exhibit 17-A**: In May, 2007, the City sent the following questionnaire to the property managers of TMP-affected buildings located in the Downtown Urban Center who are most likely to be affected by and involved with the GTEC Program.

TMP Building Manager Survey Questions
May 23, 2007

Using the following scale, please respond to the following four questions.
1 = not at all concerned or interested
2 = somewhat concerned, but not interested enough to be engaged in solving the problem
3= major concerns, but not sure what to do or how to do it.

1. How much do you think traffic congestion concerns you and your tenants?
2. How concerned are you and your tenants about the impacts of traffic congestion five years from now?
3. Are you and your tenants concerned about the effect that major construction projects (like the rebuilding of the viaduct, the replacement of the Evergreen Point Bridge, and major construction downtown) will have on the ability of tenants and customers' to access the building?
4. Have you thought what your company do to promote alternative commute options among building tenants?

Please provide answers to the following questions.

1. What significant barriers do you believe your tenants face when choosing or attempting to use an alternative mode of transportation to commute to work?
2. What transit improvements do you think would reduce the number of drive alone commute trips to your site?
3. What pedestrian/bicycle facility improvements, if any, could help lessen the number of drive alone commute trips to your site?
4. What can the City of Seattle do to support your building's TMP?
5. Would you be interested in reviewing/commenting on the City's draft CTR Plan Update?

B. **Exhibit 17-B**: In May, 2007, the City sent the following questionnaire to its 254 CTR-affected Employers as a follow up to discussions of TDM barriers and related issues at quarterly CTR Employer Network Group Meetings held between August 2006 and December 2007.

Questions for CEOs at all CTR Sites

1. On a scale of 1 to 5 (1 = No knowledge to 5 = Total Understanding), rate your awareness of what the CTR law requires your company to do.
2. How can we help you/your employees better understand the CTR law and regulations?
3. How does traffic congestion impact your employees' and company's productivity?
4. On a scale of 1 to 5 (1 = No concern to 5 = Concerned enough to consider moving the work site), how concerned are you about the impact of traffic congestion five years from now?
5. What would motivate your employees to reduce the number of drive alone trips to work?
6. What could your organization do, that it is not already doing, to promote alternative commute options?
7. What can the City of Bellevue do to support your company's CTR program?
8. Would you be interested in reviewing/commenting on the City's draft CTR Plan Update?

Questions for ETCs and Program Managers

10. What significant barriers do your employees face when choosing or attempting to use an alternative mode of transportation to commute to work?
11. What transit improvements, if any, could help lessen the number of drive alone commute trips to your site?
12. What pedestrian/bicycle facility improvements, if any, could help lessen the number of drive alone commute trips to your site?
13. What resources or support would make it easier for you to promote van/car-pool options to your employees?
14. What would motivate your employees to reduce the number of drive alone trips to work?
15. What can your company do, that it is not already doing, to promote alternative commute options?
16. What can the City of Seattle do to support your company's CTR program?

17. Would you be interested in reviewing/commenting on the City's draft CTR Plan Update?

C. Exhibit 17-C. In August 2007, the City will send the following notice:

FOR IMMEDIATE RELEASE:

FOR MORE INFORMATION CONTACT: Gregg Hirakawa (206) 684-8540

Changes in Commute Trip Reduction Law

(Seattle) – The 2006 Washington Legislature adopted the Commute Trip Reduction (CTR) Efficiency Act to revise the existing CTR law. For most major employers, the new law will not change their basic CTR requirements.

The new law focuses CTR effort and resources on the most densely populated and congested urban areas and highway corridors, rather than on entire counties. The Act also attempts to foster planning coordination among local jurisdictions, regional transportation planning organizations, and the state. The city believes it can meet its trip reduction goals through continued implementation of CTR strategies and as commuters take increasing advantage of public investments in multi-modal transportation infrastructure and services.

The new law will enable jurisdictions to develop "Growth and Transportation Efficiency Center" (GTEC) programs to accomplish CTR goals. GTEC resources will be used to offer CTR incentives, products and services at densely populated buildings and developments. This would enable the extension of the CTR program to small organizations or businesses grouped together in large buildings, which previously may not have had access to CTR resources. CTR-affected employers occupying large buildings may also take advantage of building-wide CTR promotion programs, thereby lowering an individual business's CTR marketing costs.

SDOT will accept comments and suggestions or answer questions about its proposed CTR plan and GTEC program through June 15, 2007. Following this initial review period, SDOT will make appropriate amendments to its plans and submit final drafts to the Puget Sound Regional Council for review on July 2, 2007.

For more information on the CTR program, call 206-684-5017 or e-mail (kathy.anderson@seattle.gov). A summary of the proposed GTEC Program will be available at www.seattle.gov/transportation, or by contacting a King County Metro CTR Employer Representative at 206-684-4444.

The Seattle Department of Transportation builds, maintains and operates Seattle's $8 billion transportation infrastructure. To further Mayor Nickels' goal to get Seattle moving, the department manages short- and long-term investments in streets, bridges, pavement and trees, that better connect the city with the region.

D. **Exhibit 17- D** is the Preliminary Draft GTEC Program Summary that the City posted on its Web Site**:**

Preliminary Draft

GTEC PROGRAM SUMMARY PROPOSAL City of Seattle

Introduction

In 2006 the Washington State Legislature and Department of Transportation (WSDOT) adopted a new concept, The Growth and Transportation Efficiency Center (GTEC) as part of the CTR Efficiency Act. The state's goal is to provide greater access to employment and residential centers while increasing the proportion of people not driving alone during peak periods on the state highway system. Cities like Seattle may designate one or more GTECs in order to establish CTR or transportation demand management (TDM) programs in the designated Center.

The City of Seattle has decided to try this option and, consistent with state guidelines, consult with appropriate stakeholders about its development and implementation. A summary of the GTEC program for Seattle follows, and the City invites your review and comments to: kathy.anderson@seattle.gov

Growth and Transportation Efficiency Center Program Proposal: Seattle's GTEC Program supports the vision of an economically vibrant community with increasing commercial and residential density, and improved mobility and air quality. The program also supports the City's integration of land use and transportation planning, and improvements in transportation service and infrastructure that meet the needs of commuters and the business community. Consistent with state guidelines, the City's GTEC Program would:

A. Designate the boundaries of the GTEC and a target population;
B. Develop a TDM program that is consistent with RCW 70.94.521-555 and WAC 468063-010--070
C. Establish goals for reducing the proportion of single-occupant vehicle trips that are more aggressive than the state program goal;
D. Provide a sustainable financial plan that includes resources from public and private sources that are available to carry out the plan to finance needed facilities, services, and programs; and
E. Propose an organizational structure for implementing the program;

A. **The GTEC boundary and target population** for Seattle's GTEC Program is small employers who are located in densely populated (high-rise) developments and buildings in the Downtown Urban Center. The City of Seattle has partnered with King County Metro and the Downtown Seattle Association to bring incentive products, programs and services to employers who have not had opportunities to learn about or access to the services and incentives that are available provided through the CTR Law or Transportation Management Programs.

B. **The GTEC (TDM) Program**. The City of Seattle and its partners propose to reach out to managers of densely populated buildings and offer them a menu of products and services that would benefit their tenants and employees and facilitate access to their worksites at a time that coincides with the delivery of new transportation facilities and services. These would include:

e. **Orientation and introductions to TDM productions and services**

- Education
- Marketing strategies
- Goals and targets
- Measuring Achievement

f. **Services that will be offered to most buildings and tenants:**

- Training in the development and promotion of employer transportation programs.

- Training in head tax deductions for HOV users; presentations to building managers for tenants
- Training in the development of Pre-Tax incentives.
- Training in how to take the HOV deduction from the Employee Hours (Head) Tax
- Employer networking opportunities
- Coordination of transportation services among employers and worksites
- Transportation events
- On-site "Plan Your Commute" trip planning sessions
- Rideshare on line.com promotions with emphasis on car and vanpool formation

g. **Products that will be available to most buildings and tenants:**:

- Fully developed transportation web pages with links to KCM-CT-ST transit routes and schedules, WSF ferry service timetables, calculate the cost of your commute, ride-match on line, WSDOT Traffic Cams, real time traffic reports, area traffic alerts and delay information, bike routes and locations of facilities, vanpool formation services, portals to other transportation services and information.
- Templates for producing customized transportation information and materials to employees
- Home Free Guarantee Subscription Program, whereby unaffected employees who commute using HOV or non-motorized modes have access to prepaid taxi service in case of an emergency.
- Building-wide trip reduction challenges, report building wide results, provide building-wide and/or individual incentives

h. **Incentives:**

- Smart cards for vanpool and transit service.
- Deductions from the City's Employee Tax.
- Valuable TDM services and products at little or no cost to recipients.

i. **Expand the Circle:** Extend outreach and TDM products and services to property managers, tenants and other populations in the City's urban centers that fit the state's criteria for eligibility and enable them to meet goals for trip reduction and vehicle miles traveled.

C. SOV & VMT Targets by Urban Center

Area of Jurisdiction	2005 SOV Rate*	2011 SOV Target	2005 VMT*	2011Target VMT
Downtown Urban Center	27%	24%	4.79 miles	4.16 miles
Capital Hill-First Hill UC	42%	37%	7.07 miles	6.15 miles
Duwamish MIC	62%	55%	11.68 miles	10.16 miles
Interbay-Ballard MIC	60%	54%	9.25 miles	8.05 miles
Northgate UC	72%	65%	11.04 miles	9.60 miles
South Lake Union UC	59%	53%	8.75 miles	7.62 miles
University Community UC	46%	42%	7.55 miles	6.57 miles
Uptown UC	58%	52%	9.06 miles	7.88 miles
All Centers Overall	53%	48%	8.65 miles	7.52 miles
Outlying Sites	44%	40%	7.36 miles	6.40 miles
Seattle Overall	49%	44%	8.02 miles	6.98 miles

*SOV = Single occupant vehicle; VMT = Vehicle miles traveled

D. Two Year Sustainable Financial Plan

Direct Support	Amount of Support	Period of Support
State of Washington GTEC Funds	$300,000	2008-09
Downtown Transportation Alliance	$300,000	2008-09
In-Kind and Indirect Support		
Downtown Carpool Parking Program	$ 300,000	2008-09
One Less Car Incentive	26,000	2008-09
In Motion Incentive	70,000	2008-09
Transportation capital investments in TDM	$220,000,000	2007-09

E. Organizational structure for implementing the program

- The City of Seattle will administer the GTEC Program and be responsible for its overall management through the Traffic Division of the Seattle Department of Transportation (SDOT).
- The Urban Mobility Group of the Downtown Transportation Alliance will perform initial contact and outreach to participating building managers by way of a contract for the performance of this work.
- King County Metro CTR Services Staff will provide direct support, programs and incentives to participants, reporting directly to SDOT by way of an inter-agency agreement for the performance of this work.

F. Review Period: The City will accept comments and recommendations through June 15, 2007. To request the complete text of the City of Seattle's DRAFT GTEC Program, please contact Kathleen Anderson at 206-684-5017 or e-mail kathy.anderson@seattle.gov

G. Calendar of Milestones

January 1—June 30, 2007	Informal review and comment period for preliminary draft
June 1—June 30	Prepare Preliminary Draft GTEC Program
July 2, 2007	Submit Preliminary Draft to PSRC
July 2—August 31, 2007	PSRC Review and Comment Period
August 31—September 30, 2007	Prepare Final Draft
October 1, 2007	Submit PSRC-Approved Plan to State CTR Board
October 1—December 30, 2007	State CTR Board Review Period
January—March 2008	Adopt CTR Ordinance, Revising SMC 25.02
March 1—December 31, 2008	Implement CTR Plan and GTEC Program

E.

H. Exhibit 17- E ISSUE PAPER #6: Mode Split Targets for Urban Centers

Seattle's Comprehensive Plan includes a set of mode split goals in its Transportation Element. These goals aim to increase the use of alternatives to the single occupancy vehicle by Seattle residents. Inclusion of mode split goals satisfies Countywide Growth Management Policies that local jurisdictions establish mode split goals for employment Centers. Nevertheless, there are problems with the mode split goals as currently established by the Comprehensive Plan. Specifically: The city did not meet its 2000 mode split goals.

The current citywide mode split goals tell us little about mode split in urban centers and villages where future growth and transportation alternatives are concentrated. This means that their usefulness in targeting transportation investments and in managing transportation services for growth is limited.

The mode split goals do not provide information on how Seattle's transportation system is used by commuters who work in Seattle but live outside the city.

The Comprehensive Plan Update provides an opportunity to evaluate not just our progress toward reaching mode split goals, but to consider how mode split goals can be used most effectively in making investment in transportation services and facilities over the life of the Comprehensive Plan. Below is a discussion providing background, considerations for revision, and a recommended approach to setting mode split goals.

Background

Mode split refers to the choices people make between available transportation modes. Seattle's transportation system consists of single-occupant vehicles, car pools, and public transportation, use of bicycles or walking, and working at home. Each of these methods of travel is a .mode.. Through the urban village strategy, Comprehensive Plan policies encourage development of land use patterns and transportation systems that reduce use of single-occupant vehicles. The mode split goals in the comprehensive Plan quantify reducing the number of people who travel to work using single occupancy vehicles and instead use alternative transportation modes. The U.S. Census Data for the year 2000 shows that, in spite of making progress, Seattle fell short of its citywide mode split goals. **Seattle's Comprehensive Plan Update Issue Paper #6: Mode Split Targets for Urban Centers** table below shows both the Comprehensive Plan mode split goals for 2000 and 2010 and the actual mode split for the years 1990 and 2000.

MODE CHOICE	1990 ACTUAL	2000 ACTUAL	2000 GOAL	2010 GOAL
Single Occupant Vehicle (SOV)	59%	56%	51%	35%
Non SOV Modes				
Carpool	12%	11%	12%	13%
Public Transportation	16%	18%	20%	27%
Bicycle and other	3%	3%	5%	9%
Walk	7%	7%	8%	10%
Work at Home	3%	5%	4%	6%
Total	100%	100%	100%	100%

Exhibit #18: Map #14, Seattle's GTEC Boundary: The Downtown Urban Center

Exhibit #19: Concurrence

SOUNDTRANSIT

June 20, 2007

Grace Crunican, Director
Seattle Department of Transportation
P.O. Box 34996
Seattle, WA 98124-4996

Dear Ms Crunican:

I am writing to express Sound Transit's support for the Growth and Transportation Efficiency Center (GTEC) project and to thank the City of Seattle for giving Sound Transit an opportunity to review its proposal to designate a GTEC and to develop this new program.

As local jurisdictions and the region continue to make investments in transportation services and infrastructure and the population continues to grow, the timing could not be better for promoting increased demand for mass transit. Sound Transit appreciates the City's commitment in making transit a real option for people. This project supports the continuing efforts by the City of Seattle and Sound Transit to provide attractive, safe and efficient transit service in the Puget Sound region.

Sound Transit is committed to the ongoing cooperation and partnership with the City and supports its effort to enhance mobility and livability for our region. Sound Transit recognizes that Seattle and the region as a whole will benefit from this project.

Sincerely,

Joni Earl
Chief Executive Officer

Cc: Mike Bergman, Sound Transit
Kathy Anderson, City of Seattle

Central Puget Sound Regional Transit Authority • Union Station
401 S. Jackson St., Seattle, WA 98104-2826 • Reception: (206) 398-5000 • FAX: (206) 398-5499 • www.soundtransit.org

King County

Department of Transportation
Metro Transit
Market Development
400 Yesler Way
M.S. YES-TR-0600
Seattle, WA 98104-2615

June 28, 2007

Ms. Kathy Anderson
Seattle Department of Transportation
P.O. Box 34996
Seattle, WA 98124-4996

Dear Ms. Anderson: KATHY

This letter is to express King County Metro Transit's support for the City of Seattle's proposed Growth and Transportation Efficiency Center (GTEC) Plan. We look forward to working with the City to implement the plan.

The GTEC plan supports key City and County initiatives: the goals and vision of the Downtown Transportation Alliance and the City's Center City Access Plan. Successful implementation of the Seattle GTEC plan will help ensure access to downtown as the region's largest urban center absorbs a high level of growth in jobs and residents.

The GTEC plan discusses growth in transit service in the future. Any additional transit service will be constrained by available funding and will require further coordination and final approval by the King County Council. Nonetheless, Metro is excited to explore transit service and commute partnership opportunities with the City. The non-transit service related funding commitments outlined for Metro in the GTEC plan are understood and supported by Metro.

We appreciate the opportunity to work together to enhance transportation services available to the citizens of Seattle.

Sincerely,

Matt Hansen
Supervisor, Market Development Group
King County Metro Transit

Exhibit #20
Summary of TDM Policies Provided by The City of Seattle's Comprehensive Plan

TG8 Meet the current and future mobility needs of residents, businesses, and visitors with a balanced transportation system.

TG9 Provide programs and services to promote transit, bicycling, walking, and carpooling to help reduce car use and SOV trips.

TG10 Accommodate all new trips in downtown with non-SOV modes.

T17 Provide, support, and promote programs and strategies aimed at reducing the number of car trips and miles driven (for work and non-work purposes) to increase the efficiency of the transportation system.

T18 Promote public awareness of the impact travel choices have on household finances, personal quality of life, society, and the environment, and increase awareness of the range of travel choices available.

T19 Consistent with **RT-8.5**, pursue transportation demand management (TDM) strategies at the regional level, and strengthen regional partnerships working on TDM measures. Coordinate with regional and state partners so customers see their travel choices and the various TDM promotions as a coordinated, integrated system that makes a difference in the community.

TG12 Create a transit-oriented transportation system that builds strong neighborhoods and supports economic development.

TG13 Provide mobility and access by public transportation for the greatest number of people to the greatest number of services, jobs, educational opportunities, and other destinations.

TG14 Increase transit rider-ship, reduce the use of single-occupant vehicles, environmental degradation and the societal costs associated with their use.

T20 Work with transit providers to provide transit service that is fast and frequent.

T21 Support the development of an integrated regional high capacity transit system that links urban centers within the city and the region.

T22 Pursue a citywide intermediate capacity transit system that connects urban centers, urban villages and manufacturing industrial centers.

T23 Pursue a citywide local transit system that connects homes and businesses with neighborhood transit facilities.

T24 Work with transit providers to design and operate transit facilities and services to make connections within the transit system and other modes safe and convenient. Integrate transit stops, stations, and hubs into existing communities and business districts to make it easy for people to ride transit and reach local businesses. Minimize negative environmental and economic impacts of transit service and facilities on surrounding areas.

T25 Work with transit providers to ensure that the design of stations and alignments will improve how people move through and perceive the city, contribute positively to Seattle's civic identity and reflect the cultural identity of the communities in which they are located.

T26 Discourage the development of major, stand-alone park-and-ride facilities within Seattle. Situations where additions to park-and-ride capacity could be considered include:

i. At the terminus for a major, regional transit system;

j. Opportunities exist for "shared parking," (e.g., where transit commuter parking can be leased from another development, such as a shopping center, movie theater, or church); and

k. Areas where alternatives to automobile use are particularly inadequate (e.g., lack of direct transit service, or pedestrian and bicycle access) or cannot be provided in a cost-effective manner.

T27 Encourage transit services that address the needs of persons with disabilities, the elderly, other people with special needs and people who depend on public transit for their mobility.

T28 Support efficient use of ferries to move passengers and goods to and from Seattle. Encourage the Washington State Ferry System to expand its practice of giving loading and/or fare priority to certain vehicles, such as transit, carpools, vanpools, bicycles, and/or commercial vehicles, on particular routes, on certain days of the week, and/or at certain times of day. Encourage the Ferry

System to integrate transit loading and unloading areas into ferry terminals and to provide adequate bicycle capacity on ferries and adequate and secure bicycle parking at terminals.

T29 For water-borne travel across Puget Sound, encourage the expansion of passenger-only ferry service and land-side facilities and terminals that encourage walk-on (by foot, bicycle and transit) trips rather than ferry travel with automobiles.

T30 Improve mobility and safe access for walking and bicycling, and create incentives to promote non-motorized travel to employment centers, commercial districts, transit stations, schools and major institutions, and recreational destinations.

T31 Integrate pedestrian and bicycle facilities, services, and programs into City and regional transportation and transit systems. Encourage transit providers, the Washington State Ferry System, and others to provide safe and convenient pedestrian and bicycle access to and onto transit systems, covered and secure bicycle storage at stations, and especially for persons with disabilities and special needs.

T34 Provide and maintain a direct and comprehensive bicycle network connecting urban centers, urban villages and other key locations. Provide continuous bicycle facilities and work to eliminate system gaps.

TG17 Manage the on-street parking supply to achieve vitality of urban centers and villages, auto trip reduction, and improved air quality.

LUG4 Establish off-street parking requirements for new development to provide parking for the occupants of the structure. Set off-street parking requirements to reduce reliance on automobiles, promote economic development, and reduce housing costs.

LUG6 Encourage the use of alternatives to single occupant vehicles and the use of smaller, more energy efficient automobiles through the City's regulation of parking, including the amount of parking required, design of parking, location of parking, and access to parking.

Exhibit #21
Comprehensive Plan Policies that Complement TDM and Trip Reduction

A.TDM and the Urban Village Concept: Seattle will continue to integrate and update TDM and trip reduction measures throughout the land use and transportation sections of the Comprehensive Plan. Seattle will revise its Transportation Strategic Plan to include its CTR Plan and a GTEC program, as long as they achieve the City's goals and targets efficiently. Comprehensive Plan Policies and strategies that would be updated or enhanced as appropriate include:

UV4 Promote densities, mixes of uses, and transportation improvements that support walking and use of public transportation, especially within urban centers and urban villages.

UV13 Designated urban villages shall have criteria to address…public transportation investments and access.

UV15 Urban villages shall provide accessibility to existing regional transportation network including access to other urban centers, with access to the regional high-capacity transit system to be provided in the future,; connected to surrounding neighborhoods by bicycle and/or pedestrian facilities or can be connected through planned extensions of existing facilities.

UVG18 Urban villages shall be areas of concentrated employment…with direct access to high-capacity transit…

UVG27 Urban Villages shall accommodate…densities that support pedestrian and transit use and increase opportunities for people to live close to where they work.

UV25 Hub urban villages areas that are consistent with the following criteria…a strategic location in relation to both the local and regional transportation network, including:
a. Transit service with a frequency of 15 minutes or less during peak hours, and 30-minute transit headways in the off-peak hours, with direct access to at least one urban center, with the possibility of improved connections to future high capacity transit stations;
b. The principal arterial network, with connections to regional transportation facilities;
c. Routes accommodating goods movement, and
d. Convenient and direct, connections to adjacent areas by pedestrians and bicyclists…

UV29 Urban villages shall be areas presently on the city's arterial network and served by a transit route providing direct transit service to at least one urban center or hub village, with a peak-hour transit frequency of 15 minutes or less and 30-minute transit headways in the off-peak; and the area has the opportunity to be connected by bicycle and/or pedestrian facilities to adjacent areas and nearby public amenities.

UVG31 Concentrate a greater share of employment growth in locations convenient to the city's residential population to promote walking and transit use and reduce the length of work trips.

UV53 Direct efforts to expand the open space network according to the following considerations…Critical open space linkages, connectors, and corridors that are highly accessible for active use within or directly serving urban villages, high density and/or high pedestrian, bicycle, or transit use areas; open space linkages, connectors, and corridors that are highly accessible for active use serving other high pedestrian, bicycle, or transit use areas…**(Note:** The City will not include the CTR Basic Plan or GTEC Program as "stand alone" plans in the Comprehensive Plan. The City's Comprehensive Plan is a statement of general goals and policies. Including specific programs as separate elements would subject them to the Growth Management Act (GMA), prevent cities from revising them, and eliminate their intended flexibility.)

B. Land use regulations that complement TDM and trip reduction. In 2006 Seattle made major changes in its land use code to enhance TDM programs. The first was City Council Resolution 30915, which restated the City's intention to encourage walking, bicycling and transit use as safe, convenient and widely available alternative modes of transportation for all Seattleites. Section 3 of the resolution states the intent of the Mayor and City Council to work with the Seattle Department of Transportation to provide

appropriate accommodation for pedestrians, bicyclists, transit riders, and disabled persons and to incorporate these principles into the Department's Transportation Strategic Plan; Seattle Transit Plan; Pedestrian Master Plan; Bicycle Master Plan; and other SDOT plans, manuals, rules, regulations and programs as appropriate. Seattle also passed Ordinance No. 122311, which reduced or eliminated minimum parking requirements for developers. The ordinance established a maximum parking limit for nonresidential uses to a maximum of one parking space per 1,000 square feet.

LU18 Consider mitigating the negative impacts of traffic and parking by locating parking facilities to avoid traffic through residential streets or establishing joint use of existing parking with adjacent uses.

LU19 Allow modifications to standards for required off-street parking, based on the anticipated use of the facility, size of meeting or assembly areas, hours of use, anticipated effects of parking on the surrounding community, information contained in the transportation plan, access to public transportation and carpools, and other considerations of need and impact.

LU20 Allow small institutions and public facilities to not satisfy all parking demands they generate, if they demonstrate how they will reduce traffic impacts.

LU21 In residential areas, avoid the concentration of institutions and public facilities if that concentration creates or further aggravates parking shortages, traffic congestion, and noise in or near residential areas.

LUG4 Establish off-street parking requirements for new development to provide parking for the occupants of the structure. Set off-street parking requirements to reduce reliance on automobiles, promote economic development, and reduce housing costs.

LUG5 Regulate the location of off-street parking and the size and location of curb cuts to reduce parking and vehicle traffic impacts on pedestrians and residential and commercial streetscapes, and to prevent obstacles to commerce and traffic flow.

LUG6 Encourage the use of alternatives to single occupant vehicles and the use of smaller, more energy efficient automobiles through the City's regulation of parking, including the amount of parking required, design of parking, location of parking, and access to parking. Recognize the different ways that parking is used by residents, businesses, customers, and employees when determining parking regulations. Generally support short-term parking for customers of businesses and longer-term parking for residents, while discouraging longer-term parking for employees who could use modes other than single-occupant vehicles to get to work.

LU49 Seek to further this Plan's goal of encouraging the use of public transit, carpools, walking, and bicycles as alternatives to the use of single-occupancy vehicles when setting parking requirements for both single-occupant vehicles and their alternatives. When setting new requirements for off-street parking, balance the goals of accommodating parking demand generated by new development and avoiding on-street congestion of parked cars to lower construction costs and discourage single-occupant vehicles. Recognize differences in the likely auto use and ownership of the intended occupants of new development, such as low-income elderly or disabled residents, when setting parking requirements.

LU50 In urban centers and urban villages, consider removing minimum parking requirements and setting parking maximums in recognition of the increased pedestrian, bicycle and transit accessibility these areas already provide or have planned. Parking requirements for urban enters and villages should account for local conditions and planning objectives.

LU51 Establish requirements for bicycle parking in larger developments to encourage bicycle ownership and use in order to promote energy conservation, public health and reductions in traffic congestion.

LU52 In order to maintain an attractive street level environment, to facilitate pedestrian and vehicular traffic circulation, to minimize adverse impacts of parking on adjacent areas and structures, to sustain on-street parking, and, where appropriate, to maintain or create a continuity of street fronts, generally prohibit street level parking between buildings and the street, restrict the number and size of curb cuts, and require alley access to parking

when a surfaced alley is accessible to the rear of a building, and not prevented by topography.

LU53 Permit shared and off-site parking facilities in order to encourage the efficient use of parking and to provide the flexibility to develop parking on a separate site. Ensure that such parking is compatible with the existing or desired character of the area and ensure that such parking is available for the duration of the use requiring the parking.

LU54 Prohibit single-use parking where it would be incompatible with the intended function of the area.

C. Zoning code regulations While the City is proposing no changes, current zoning strategies that might be updated to further complement TDM efforts are:

LU109 Consider limits on the size of specific uses in commercial areas when those limits would:
- Encourage uses likely to draw significant traffic to an area to locate where traffic impacts can best be handled;
- Promote compatible land use and transportation patterns; and
- Foster healthy commercial development.

LU110 Discourage establishment or expansion of uses identified as heavy traffic generators. Review proposals for such uses in order to control traffic impacts associated with such uses and ensure that the use is compatible with the character of the commercial area and its surroundings.

LU111 Regulate drive-in businesses and accessory drive-in facilities through development standards that vary according to the function of the commercial area in order to minimize traffic impacts and pedestrian-vehicle conflicts, avoid disruption of an area's business frontage, and improve the appearance of the commercial area.

LU123 Set parking requirements to discourage underused parking facilities, which means tolerating occasional spillover parking, and allow minimum parking requirements to be eliminated, waived or reduced to promote the maintenance and development of commercial uses that encourage transit and pedestrian activity and provide a variety of services in commercial areas. Allow parking requirements to be reduced where parking demand is less because of the provision of an alternative transportation program. Such programs include the provision of carpool parking, vanpools, transit passes, or extra bicycle parking for employees. Consider setting maximum parking ratios for areas where excess parking could worsen traffic congestion and alternatives to automobile access are available.

LU124 Allow parking management provisions to be reviewed or established in selected commercial areas, which may include locally sensitive measures such as cooperative parking, shared parking, restricted access, or special measures to meet the parking requirements established in these policies such as carpools, vanpools, or transit pass subsidies.

LU125 Allow parking reductions when several businesses share customer parking to enable customers to park once and walk to numerous businesses, achieving greater parking efficiency.

LU126 Regulate the location of off-street parking facilities on a lot according to the function and characteristics of the commercial area, as indicated by its designation as either a pedestrian-oriented commercial area or a general commercial area.

LU127 Seek to limit impacts on pedestrian and traffic circulation and on surrounding areas when locating access to off-street parking. Generally encourage alley access to off-street parking, except when an alley is used for loading. Pedestrian oriented commercial zones policies

LU128 Use pedestrian-oriented zones to promote commercial areas with a development pattern, mix of uses, and intensity of activity generally oriented to pedestrian and transit use by maintaining areas that already possess these characteristics and encouraging the transition necessary in other areas to achieve these conditions:

l. Strong, healthy business districts that are compatible with their neighborhoods, reinforce a sense of belonging while providing essential goods, services and livelihoods for the

residents of the city;

m. Mixes of activity in commercial areas compatible with development in adjacent areas;
n. Appropriate transitions in the scale and intensity of development between areas;
o. Residential development that is both livable for residents and compatible with the desired commercial function of the area; and
p. An active, attractive, accessible pedestrian environment.

LU129 Apply pedestrian-oriented commercial zones both inside and outside of urban villages where residential uses either exist or are in close proximity and where the intensity of development allowed under the particular zone designation conforms in size and scale to the community it serves.

LU130 Generally allow pedestrian-oriented commercial zones in urban villages to accommodate densities of development and mixes of uses that support pedestrian activity and transit use.

LU131 Provide use and development standards for pedestrian-oriented commercial zones which promote environments conducive to walking and a mix of commercial and residential use that further the goals for these zones.

LU132 Locate parking facilities in pedestrian-oriented commercial zones where conflicts with pedestrian circulation and interruptions in the continuity of the street frontage will be minimized, such as to the side or rear of the building, below grade, or built into the building and screened from the street.

LU133 Establish special pedestrian districts that may vary to reflect different characteristics and conditions of pedestrian-oriented commercial zones in order to preserve or encourage intensely retail and pedestrian oriented shopping districts where non-auto modes of transportation to and within the district are strongly favored.

LUG21 General commercial zones accommodate activities highly dependent on automobile and truck access and more intensive commercial and light manufacturing uses that are generally incompatible with pedestrian-oriented residential and mixed-use development.

LU134 Use general commercial zones to support existing auto-oriented commercial areas serving a citywide or regional clientele located with ready access from principal arterials, or areas adjacent to industrial zones. Areas generally appropriate for general commercial zones should be characterized by a predominance of large lots, and limited pedestrian access, where adequate buffers or transitions can be provided between the area and residential areas or commercial areas of lesser intensity. In order to support more pedestrian-friendly environments within urban villages, encourage the conversion of general commercial areas within urban villages to pedestrian-oriented commercial zones.

LU137 In general commercial areas, limit or prohibit, as appropriate, housing and/or substantial amounts of office development in areas where:

q. The auto-oriented nature of the area or development is likely to encourage residents or office workers to commute using single-occupancy vehicles;
r. These uses could potentially conflict with the preferred commercial function of the area or with the activities in adjacent areas; or
s. The available land for certain commercial activities is limited and may be displaced if uses are allowed above certain intensities.

LUG31 Provide flexibility or supplement standard zone provisions to achieve special public purposes where circumstances warrant. Such areas include shoreline areas, airport height districts, historic landmark and special review districts, major institutions, sub-area plan districts, areas around high capacity transit stations, and other appropriate locations.

LU178 Promote the integration of high capacity transit stations into surrounding neighborhoods and foster development appropriate to significant increases in pedestrian activity and transit rider-ship. Use overlay districts or other adjustments to zoning to cultivate transit oriented communities.

Exhibit #22
For its Major Employers the City of Seattle has established the following targets (RCW 70.94.527(4) (a)

Employer	Urban Center	SOV 2005 Rate	SOV Goal	SOV 2011 Target	VMT 2005 Miles	VMT Goal	VMT 2011 Target
Amgen Corporation	Ballard-Inter	43%	-10%	39%	6.93	-13%	6.03
Cell Therapeutics Inc	Ballard-Inter	60%	-10%	54%	10.41	-13%	9.06
Emeritus Assisted Living	Ballard-Inter	51%	N.C.	51%	8.70	N.C.	8.70
F-5 Networks Inc	Ballard-Inter	66%	-10%	59%	10.00	-13%	8.70
Foss Maritime Company	Ballard-Inter	82%	N.C.	82%	17.10	N.C.	17.10
GM Nameplate Inc	Ballard-Inter	61%	-10%	55%	8.45	-13%	7.35
Holland America Line	Ballard-Inter	55%	-10%	50%	11.38	-13%	9.90
Ocean Beauty Seafood	Ballard-Inter	57%	N.C.	57%	7.63	N.C.	7.63
PATH	Ballard-Inter	60%	-10%	54%	5.79	-13%	5.03
Real Networks	Ballard-Inter	48%	-10%	43%	6.63	-13%	5.77
Seattle Pacific University	Ballard-Inter	64%	-10%	58%	8.57	-13%	7.46
Swedish Medical Center	Ballard-Inter	56%	-10%	50%	6.11	-13%	5.32
Vaupell Industrial	Ballard-Inter	72%	N.C.	72%	12.57	N.C.	12.57
West Farm Foods	Ballard-Inter	71%	-10%	63%	11.88	-13%	10.34
Group Health	CH-FH	45%	-10%	41%	5.25	-13%	4.56
Group Health	CH-FH	60%	-10%	54%	9.10	-13%	7.92
Harborview MC	CH-FH	41%	-10%	37%	6.44	-13%	5.60
King County Government	CH-FH	70%	-10%	63%	11.34	-13%	9.87
LabCorp/Dynacare	CH-FH	44%	-10%	40%	10.16	-13%	8.84
Minor & James Medical	CH-FH	33%	-10%	29%	5.07	-13%	4.41
Nikkei Concerns	CH-FH	65%	-10%	58%	7.46	-13%	6.49
PacMed Clinic	CH-FH	42%	-10%	38%	7.77	-13%	6.76
Puget Sound Blood Ctr.	CH-FH	31%	-10%	28%	5.14	-13%	4.47
Regence Blue Shield	CH-FH	34%	-10%	31%	7.29	-13%	6.35

Employer	Urban Center	SOV 2005 Rate	SOV Goal	SOV 2011 Target	VMT 2005 Miles	VMT Goal	VMT 2011 Target
Seattle Central C C	CH-FH	41%	-10%	37%	5.96	-13%	5.18
Seattle University	CH-FH	41%	-10%	37%	5.60	-13%	4.87
Swedish Medical Center	CH-FH	26%	-10%	23%	5.53	-13%	4.81
Swedish Medical Center	CH-FH	37%	-10%	34%	6.99	-13%	6.08
The Polyclinic	CH-FH	32%	-10%	29%	7.52	-13%	6.54
Virginia Mason MC	CH-FH	28%	-10%	25%	5.22	-13%	4.54
Washington State DSHS	CH-FH	47%	-10%	43%	8.80	-13%	7.65
Acordia Northwest Inc	DUC	12%	-10%	11%	2.90	-13%	2.52
Adaptis Inc	DUC	40%	-10%	36%	8.04	-13%	6.99
Aetna Inc	DUC	11%	-10%	10%	2.25	-13%	1.95
Amazon.com	DUC	20%	-10%	18%	3.13	-13%	2.72
Amazon.com Inc	DUC	33%	-10%	29%	4.58	-13%	3.98
Amazon.com Inc	DUC	31%	-10%	28%	3.78	-13%	3.29
aQuantive, Inc.	DUC	29%	-10%	26%	4.12	-13%	3.58
Art Institute of Seattle	DUC	38%	-10%	34%	6.77	-13%	5.89
Avanade Inc	DUC	43%	-10%	39%	7.39	-13%	6.43
Bank of America	DUC	32%	-10%	28%	6.01	-13%	5.23
B-Line LLC	DUC	15%	-10%	13%	2.68	-13%	2.33
Callison Architecture Inc	DUC	17%	-10%	16%	2.76	-13%	2.40
Christensen O'Connor	DUC	14%	-10%	13%	2.74	-13%	2.38
Cisco Systems Inc	DUC	57%	-10%	51%	8.23	-13%	7.16
City of Seattle	DUC	19%	-10%	17%	4.36	-13%	3.80
COH	DUC	20%	-10%	18%	3.75	-13%	3.26
Corbis Corporation	DUC	22%	-10%	19%	4.75	-13%	4.13
Cray Inc	DUC	32%	-10%	29%	4.98	-13%	4.33
Davis Wright Tremaine	DUC	24%	-10%	21%	4.23	-13%	3.68

DDB Seattle	DUC	30%	-10%	27%	3.34	-13%	2.90
Defender Association	DUC	31%	-10%	28%	3.95	-13%	3.44
Deloitte & Touche LLP	DUC	45%	-10%	40%	7.52	-13%	6.54
Dendreon Corporation	DUC	50%	-10%	45%	7.64	-13%	6.65
DMX Music	DUC	45%	-10%	40%	7.91	-13%	6.88
Dorsey & Whitney	DUC	28%	-10%	26%	5.87	-13%	5.10
Ernst & Young LLP	DUC	25%	-10%	22%	6.31	-13%	5.49
Expeditors International	DUC	15%	-10%	13%	3.26	-13%	2.84
Fairmont Olympic Hotel	DUC	38%	-10%	34%	5.51	-13%	4.79
Federal Home Loan Bnk	DUC	2%	-10%	2%	1.04	-13%	0.90
First Choice Health Inc	DUC	20%	-10%	18%	4.36	-13%	3.79
Foster Pepper PLLC	DUC	35%	-10%	31%	5.50	-13%	4.78
G.E. Healthcare	DUC	11%	-10%	10%	3.60	-13%	3.13
Garvey Schubert & Barer	DUC	27%	-10%	24%	4.01	-13%	3.49
Graham & Dunn Inc	DUC	47%	N.C.	47%	6.36	-13%	5.53
Grand Hyatt Seattle	DUC	36%	-10%	33%	4.67	-13%	4.06
Grange Insurance Assoc	DUC	32%	-10%	29%	7.27	-13%	6.32
Group Health	DUC	53%	-10%	48%	7.86	-13%	6.84
Guy Carpenter & Co	DUC	20%	-10%	18%	4.48	-13%	3.89
Heller Ehrman White	DUC	19%	-10%	17%	3.68	-13%	3.20
Helsell Fetterman LLP	DUC	23%	-10%	21%	3.28	-13%	2.85
Home Street Bank	DUC	22%	-10%	19%	4.71	-13%	4.10
King County Government	DUC	23%	-10%	21%	4.27	-13%	3.71
King County Government	DUC	20%	-10%	18%	3.56	-13%	3.10
King County Government	DUC	29%	-10%	26%	5.78	-13%	5.03
King County Government	DUC	14%	-10%	13%	4.74	-13%	4.12
King County Government	DUC	21%	-10%	19%	4.05	-13%	3.52
King County Government	DUC	12%	-	11%	2.21	-	1.92

			10%			13%	
KPFF Consulting Eng	DUC	17%	-10%	15%	2.79	-13%	2.43
KPMG, LLP	DUC	35%	-10%	31%	6.06	-13%	5.27
Lane Powell Spears	DUC	21%	-10%	19%	4.56	-13%	3.97
LMN Architects	DUC	10%	-10%	9%	0.97	-13%	0.84
Macy's	DUC	27%	-10%	25%	5.64	-13%	4.90
Magnusson Klemencic	DUC	19%	-10%	17%	3.13	-13%	2.73
Marsh USA Inc	DUC	33%	-10%	29%	6.18	-13%	5.38
Mercer Human Resource	DUC	23%	-10%	21%	3.69	-13%	3.21
Merrill Lynch	DUC	45%	-10%	40%	6.54	-13%	5.69
Milliman USA	DUC	23%	-10%	21%	4.40	-13%	3.82
Mithun Inc	DUC	27%	-10%	24%	3.38	-13%	2.94
Nordstrom	DUC	40%	-10%	36%	6.24	-13%	5.43

Employer	Urban Center	SOV 2005 Rate	SOV Goal	SOV 2011 Target	VMT 2005 Miles	VMT Goal	VMT 2011 Target
Nordstrom	DUC	23%	-10%	20%	4.31	-13%	3.75
Nordstrom	DUC	22%	-10%	20%	3.60	-13%	3.13
Office of Attorney Gen	DUC	16%	-10%	14%	3.73	-13%	3.25
Pacific Northwest Title	DUC	14%	-10%	13%	3.23	-13%	2.81
Parsons Brinckerhoff Inc	DUC	11%	-10%	10%	2.10	-13%	1.83
Perkins Coie LLP	DUC	27%	-10%	25%	3.92	-13%	3.41
Philips Medical Systems	DUC	42%	-10%	38%	9.08	-13%	7.90
Port of Seattle	DUC	55%	-10%	50%	9.91	-13%	8.62
Preston Gates & Ellis	DUC	30%	-10%	27%	4.23	-13%	3.68
PricewaterhouseCoopers	DUC	54%	-10%	49%	8.83	-13%	7.68
Princess Tours	DUC	36%	-10%	32%	7.16	-13%	6.23
Providence Health Sys	DUC	23%	-10%	20%	3.56	-13%	3.10
Quellos Group	DUC	35%	N.C.	35%	5.11	N.C.	5.11
Qwest Corporation	DUC	29%	-10%	26%	6.72	-13%	5.84

Qwest Corporation	DUC	30%	-10%	27%	6.73	-13%	5.85
Riddell Williams P.S.	DUC	26%	-10%	23%	3.70	-13%	3.21
Sheraton Hotel Towers	DUC	51%	-10%	46%	7.67	-13%	6.67
Sound Transit	DUC	20%	-10%	18%	3.11	-13%	2.71
Stoel Rives LLP	DUC	34%	-10%	31%	5.06	-13%	4.41
The Renaissance Seattle	DUC	24%	-10%	22%	3.68	-13%	3.20
Tommy Bahama Group	DUC	62%	-10%	56%	8.98	-13%	7.81
UBS Financial Services	DUC	47%	-10%	42%	7.43	-13%	6.46
United Way of King Cnty	DUC	25%	-10%	22%	3.53	-13%	3.07
URS	DUC	14%	-10%	13%	3.03	-13%	2.64
US Attorney's Office	DUC	33%	-10%	29%	4.65	-13%	4.05
US Bank of Washington	DUC	21%	-10%	19%	3.95	-13%	3.43
US Coast Guard	DUC	40%	-10%	36%	8.54	-13%	7.43
US Coast Guard	DUC	6%	-10%	5%	1.80	-13%	1.57
US Customs Service	DUC	15%	-10%	13%	4.13	-13%	3.59
US D HUD	DUC	3%	-10%	2%	1.45	-13%	1.26
US Dept. of Veterans Aff	DUC	10%	-10%	9%	3.97	-13%	3.46
US EPA	DUC	9%	-10%	8%	2.33	-13%	2.03
US FBI	DUC	9%	-10%	8%	3.44	-13%	3.00
US Federal Reserve S.F.	DUC	22%	-10%	20%	5.03	-13%	4.38
US Health and Human	DUC	31%	-10%	28%	5.70	-13%	4.96
US IRS	DUC	9%	-10%	9%	3.42	-13%	2.97
US SS Admin	DUC	21%	-10%	18%	5.49	-13%	4.78
Virginia Mason MC	DUC	28%	-10%	25%	5.76	-13%	5.01
Vulcan Inc.	DUC	46%	-10%	41%	6.69	-13%	5.82
Walt Disney Internet	DUC	36%	-10%	32%	7.91	-13%	6.88
Washington Athletic Club	DUC	24%	-10%	21%	3.90	-13%	3.39
Washington Federal Sav	DUC	27%	-	24%	5.13	-	4.47

			10%			13%	
Washington Mutual Inc.	DUC	17%	-10%	15%	3.85	-13%	3.35
Washington Mutual Inc.	DUC	13%	-10%	12%	3.23	-13%	2.81
Washington Mutual Inc.	DUC	12%	-10%	11%	3.70	-13%	3.22
Washington Mutual Inc.	DUC	16%	-10%	14%	3.56	-13%	3.10
Washington State DSHS	DUC	22%	-10%	20%	3.38	-13%	2.94

Employer	Urban Center	SOV 2005 Rate	SOV Goal	SOV 2011 Target	VMT 2005 Miles	VMT Goal	VMT 2011 Target
Washington State DSHS	DUC	41%	-10%	37%	6.79	-13%	5.91
Watchguard Tech	DUC	38%	-10%	34%	7.17	-13%	6.24
Wells Fargo Bank	DUC	35%	-10%	32%	6.07	-13%	5.28
Westin Hotel	DUC	41%	-10%	37%	4.84	-13%	4.21
Williams Kastner Gibbs	DUC	29%	-10%	26%	4.53	-13%	3.94
WSDOT	DUC	44%	-10%	39%	8.59	-13%	7.48
YMCA	DUC	39%	-10%	35%	4.76	-13%	4.14
Adobe Systems	Outlier	57%	-10%	51%	6.76	-13%	5.88
Amazon.com Inc	Outlier	56%	-10%	50%	6.69	-13%	5.82
Avtech Corporation	Outlier	68%	-10%	61%	11.99	-13%	10.43
Belshaw Brothers Inc	Outlier	81%	-10%	73%	16.30	-13%	14.18
City of Seattle	Outlier	70%	-10%	63%	14.00	-13%	12.18
City of Seattle	Outlier	74%	-10%	66%	13.56	-13%	11.80
COH	Outlier	51%	-10%	46%	7.11	-13%	6.19
COH	Outlier	51%	-10%	46%	7.81	-13%	6.80
Cutter & Buck Inc	Outlier	72%	N.C.	72%	10.32	N.C.	10.32
Foss Home	Outlier	71%	-10%	64%	4.67	-13%	4.06
Getty Images	Outlier	68%	N.C.	68%	7.68	N.C.	7.68
Institute for Sys Biology	Outlier	45%	-10%	41%	5.33	-13%	4.64
Ivey Imaging	Outlier	59%	-10%	53%	6.33	-13%	5.51
King Cty Gov W Pt TP	Outlier	65%	N.C.	65%	12.48	N.C.	12.48
Lighthouse For The Blind	Outlier	34%	-10%	30%	5.94	-13%	5.16

Employer	Urban Center	SOV 2005 Rate	SOV Goal	SOV 2011 Target	VMT 2005 Miles	VMT Goal	VMT 2011 Target
North Seattle CC	Outlier	70%	-10%	63%	6.97	-13%	6.07
Northwest Hospital	Outlier	65%	-10%	58%	8.26	-13%	7.19
PacMed Clinic	Outlier	65%	-10%	59%	11.35	-13%	9.88
Pepsi Bottling Group	Outlier	81%	N.C.	81%	16.56	N.C.	16.56
Qualis Health	Outlier	82%	-10%	74%	12.09	-13%	10.52
Sea Mar Com Health Ctr	Outlier	82%	N.C.	82%	12.58	N.C.	12.58
South Seattle CC	Outlier	72%	-10%	65%	10.45	-13%	9.09
Swedish Medical Center	Outlier	51%	-10%	46%	7.46	-13%	6.49
The Boeing Company	Outlier	67%	-10%	60%	12.79	-13%	11.12
US Army Reserve	Outlier	27%	-10%	25%	7.93	-13%	6.90
US Department of Labor	Outlier	10%	-10%	9%	3.15	-13%	2.74
US DOC NOAA	Outlier	68%	N.C.	68%	9.31	N.C.	9.31
US V.A. Hospital	Outlier	59%	N.C.	59%	10.72	N.C.	10.72
Woodland Park Zoo Soc	Outlier	73%	N.C.	73%	7.09	N.C.	7.09
Cascade Natural Gas	SLU	57%	-10%	51%	9.84	-13%	8.56
Casey Family Program	SLU	63%	-10%	57%	7.56	-13%	6.58
FHCRC	SLU	43%	-10%	39%	5.65	-13%	4.92
Gates Foundation	SLU	74%	-10%	67%	6.63	-13%	5.77
KING Broadcasting Co	SLU	82%	-10%	74%	10.12	-13%	8.81
Korry Electronics Co	SLU	50%	-10%	45%	10.46	-13%	9.10
Northwest Administrators	SLU	61%	-10%	55%	11.12	-13%	9.67
Onvia	SLU	62%	-10%	56%	8.01	-13%	6.97
Pemco Financial Center	SLU	64%	-10%	58%	11.34	-13%	9.86
Rosetta Inpharmatics	SLU	42%	-10%	38%	7.15	-13%	6.22
Seattle Biomedical Res	SLU	44%	-10%	40%	4.79	-13%	4.17
Seattle Cancer Care All	SLU	42%	-10%	38%	6.95	-13%	6.04
The Seattle Times	SLU	55%	-10%	49%	8.25	-13%	7.18
UW Physicians	SLU	58%	-10%	53%	9.18	-13%	7.98

WRQ Inc	SLU	68%	-10%	61%	11.02	-13%	9.59
ZymoGenetics Inc	SLU	59%	-10%	53%	8.30	-13%	7.22
Alaskan Copper & Brass	Duwamish	66%	-10%	60%	12.46	-13%	10.84
American President Line	Duwamish	73%	N.C.	73%	19.30	N.C.	19.30
Cascade Designs Inc	Duwamish	69%	-10%	62%	9.73	-13%	8.47
Charlie's Produce	Duwamish	65%	-10%	59%	12.87	-13%	11.20
City of Seattle	Duwamish	66%	-10%	60%	13.77	-13%	11.98
City of Seattle	Duwamish	64%	-10%	58%	12.00	-13%	10.44
City of Seattle	Duwamish	66%	-10%	59%	13.75	-13%	11.96
City of Seattle	Duwamish	59%	-10%	53%	11.39	-13%	9.91
Goodwill Industries	Duwamish	42%	N.C.	42%	5.84	N.C.	5.84
KC Gov Atlantic Base	Duwamish	71%	N.C.	71%	12.76	N.C.	12.76
MacDonald Miller F S	Duwamish	92%	N.C.	92%	19.95	N.C.	19.95
Outdoor Research Inc	Duwamish	41%	-10%	37%	5.27	-13%	4.58
Providence Mount St. V	Duwamish	71%	N.C.	71%	6.31	N.C.	6.31
Seattle School District	Duwamish	73%	-22%	57%	11.18	N.C.	11.18
SSA Marine	Duwamish	77%	N.C.	77%	13.40	N.C.	13.40
Starbucks Coffee Co	Duwamish	61%	-10%	55%	9.25	-13%	8.05
The Cobalt Group	Duwamish	53%	-10%	48%	9.77	-13%	8.50
Todd Pacific Ship	Duwamish	51%	N.C.	51%	18.1	N.C.	18.1
United Parcel Service	Duwamish	91%	N.C.	91%	17.21	N.C.	17.21
US Army C of Engineers	Duwamish	15%	-10%	14%	6.18	-13%	5.38
Washington State DOC	Duwamish	35%	-10%	31%	5.43	-13%	4.72
Washington State ES	Duwamish	73%	-10%	66%	12.44	-13%	10.83
Washington State DSHS	Duwamish	18%	-10%	16%	5.78	-13%	5.03
Washington State Patrol	Duwamish	45%	-10%	41%	8.05	-13%	7.00
WSDOT	Duwamish	70%	-10%	63%	14.82	-13%	12.89
Safeco Insurance Co	University	45%	-10%	41%	7.81	-13%	6.79
Safeco Plaza	University	50%	-10%	45%	8.47	-13%	7.37
University Bookstore	University	25%	-10%	23%	2.15	-13%	1.87
University of Washington	University	39%	-	35%			0.00

			10%				
University of Washington	University	58%	-10%	52%	8.15	-13%	7.09
US NOAA	University	59%	-10%	54%	7.55	-13%	6.57
Washington Dental Svc	University	61%	-10%	55%	9.98	-13%	8.68
City of Seattle	Uptown	70%	-10%	63%	12.69	-13%	11.04
Fisher Broadcasting Inc	Uptown	71%	-10%	64%	11.45	-13%	9.97
Pacific Science Center	Uptown	31%	-10%	28%	4.33	-13%	3.77
Publicis	Uptown	61%	-10%	55%	5.52	-13%	4.80
Seattle Housing Auth	Uptown	48%	-10%	43%	8.13	-13%	7.07
US Postal Service	Uptown	72%	N.C.	72%	14.76	N.C.	14.76
Washington State DSHS	Uptown	51%	-10%	46%	8.59	-13%	7.48
Zenith Administrator Inc	Uptown	57%	-10%	52%	9.69	-13%	8.43